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NEIGHBORHOOD COMMERCIAL REVITALIZATION
PLAN OUTLINE

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		Page
I.	INTRODUCTION	
	A. Summary	1
	B. Overview	3
	C. Purpose of Study	4
	D. Scope of Study	4
II.	BACKGROUND	
	A. Study Area	7
	B. Zoning	7
	C. Existing Land Use	8
III.	DEMOGRAPHY	
	A. Ethnicity	9
	B. Family Characteristics	9
	C. Employment and Education Levels	9
IV.	ISSUES	
	A. Business Economic Development	11
	B. Storefront Improvements	12
	C. Street Improvements	12
	D. People Problems	13
	E. Transportation and Parking	14
	F. Future Commercial Neighborhood Development	14
V.	DATA	
	A. Commercial Land Use Inventory	16
	B. Residential Activity Within Commercial District	16
	C. Physical Condition	16
	D. Transportation	19
	E. Market Analysis	21
VI.	RECOMMENDATIONS	
	A. Goals and Objectives	29
	B. Business Development Plan	31
	1. Financial Assistance	31
	2. Technical Assistance	35
	3. Promotional and Unified Management	36
	C. Physical Development Plan	38
	1. Street Illumination	38
	2. Parking Facilities	39
	3. Identify the Shopping District: Gateway Entrance	41
	4. Street Amenities: Sidewalk plazas, announcement boards, benches, and murals	42
	5. Public Open Space: Latino Mini-Park	43
	6. Exterior Building Restoration	44
	7. Street Cleanliness	45
	8. Street Safety	46
	D. Conclusion	48

Page

TABLES

1. 24th Street Land Use Inventory 20
2. Primary Trade Area Retail Expenditures 23
3. Retail Dollars Available for 24th Street Primary Trade Area 25
4. Gross Square Footage of Floor Space Supportable With Available Dollars 26
5-11. Population Characteristics/Crime Profile - Appendix

FIGURES

1. Neighborhood Commercial Study Area, Lower 24th Street 5
2. Land Use Zoning 6
3. Existing Commercial Residential Mix 17
4. Exterior Building Conditions 18
5. 24th Street Neighborhood Commercial Primary Trade Area 24

APPENDIX

* 24th Street Storefront Inventory 1
* Population Characteristics (Tables 5-10) 5
* Statistical Crime Profile (Table 11) 7
* 24th Street Merchant Survey 8
* Demonstration Storefront Paint Program Criteria 11

Figures in the Appendix

6. Street Lighting 15
7. Public Parking 16
8. Street Amenities 17
9. Murals and Potential Painting Demonstration Blocks 18
10. Litter Receptacles 19

Note: A Spanish translation is attached to the Appendix.

Nota. Una traducción del Sumario y Programas Recomendados se encuentra al final de este reporte.

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San Francisco (Calif.).
Dept. of City Planning.
The Mission, 24th Street
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I. INTRODUCTION

A. SUMMARY

This is a plan for comprehensive commercial revitalization of the 24th Street neighborhood shopping district between Mission Street and Potrero Street in the Inner Mission NSA. This plan documents the economic, physical, and social conditions of the commercial area and includes information obtained from primary surveys of businesses and building conditions, existing residential and commercial land use studies, and numerous interviews with the merchants to identify the major problems and opportunities facing the commercial shopping district. The demographic characteristics of the primary users of the shopping district are also described.

A market analysis of the district was conducted to determine what share of its primary and secondary markets the shopping district was capturing. The findings show that commercial activity in the area has lagged significantly behind citywide and state trends. The commercial district is operating susbstantially below its primary and secondary market potential. The report emphasizes the need to improve the neighborhood-serving business activity in the area but also recognizes the need to capture a larger portion of the secondary market. The merchant survey indicates that the secondary market helps support many of the small businesses. Increased business with the secondary market would allow the merchants to offer better services to neighborhood residents.

Not surprisingly, this commercial street has many of the problems associated with other neighborhood commercial strips. The principal issues perceived by the merchants are business development, increased public parking, crime prevention and employment alternatives for the youth, improved window displays, and the general physical appearance of the area, improved cleanliness, and better facilities for the use of the sidewalks by shoppers and residents.

This study has considered these issues and recommends a comprehensive business and physical development plan which when implemented would meet most of the needs of the commercial area. The business development plan outlines the strategies and programs that need to be developed. These programs will: (1) increase the availability of financing for the merchants' working capital needs along with needed external and internal improvements to their facilities; (2) improve the merchants' business developing skills -- accounting, financing, management, and merchandising; (3) improve marketing and promote management capabilities of the merchant association.

The physical development plan requires that the City make a commitment to provide a number of public improvements. This plan recommends that (1) additional off-street public parking be made available to meet the estimated need; (2) street illumination be increased; (3) pedestrian amenities be provided; (4) a demonstration painting and restoration program be developed; and (5) that a

shoppers' mini-park be developed to meet the community's open space needs.

The implementation of these recommendations is a responsibility which must be shared by the merchants, residents and the City. The City can provide or facilitate a number of needed improvements, but it is the merchants and residents who must daily work to improve and maintain the quality of the shopping environment.

This is a general plan which lays out the main strategies and programs needed. To realize the goals and objectives of the plan, the programs which are identified must be developed, refined or modified as needed. The success of this plan depends on the implementation process which is yet to be detailed.

B. Overview

Between Mission and Potrero on Lower 24th Street is the heart of the Mission's Latin commercial district. One can find here a variety of small Spanish and other ethnic specialty shops. They have flourished with the diverse Central and South American population which concentrates around the 24th Street area of the Inner Mission. A neighborhood resident or visitor to the area can choose from restaurants specializing in Cuban, Mexican, El Salvadorian, Nicaraguan, Vietnamese or other ethnic foods. Many of these small businesses are operated by merchant family members with one or two employees.

The street serves many of the convenience household shopping needs of the neighborhood. Recently, 24th Street has become increasingly more attractive to shoppers living outside of the study area who want to enjoy the area's Latin flavor. Young greening trees and other sidewalk amenities which have been recently provided have significantly improved the appearance of the street. Colorful murals and some cultural beautification details provided by individual merchants further contribute to the area's unique charm.

Despite the signs of improvements on the street, the depressed economic condition of the street is evident. These symptoms are noted by the many storefront buildings in poor disrepair and blighted "sore spots", the large number of secondhand stores, the lack of painting and orderly signing and window display, and the high number of vacant storefronts. Other more deeply rooted problems are reflected by the large number of absentee owners, and the significant number of marginal businesses. Crime, vandalism and street litter are other common problems on the street.

The 24th Street Merchants have organized and have actively sought to deal with the many social and economic development problems in the street. In 1979 they were successful in organizing a major community street festivity on 24th Street to celebrate the independence of Latin America on September 15th. With the assistance of neighborhood youth groups they initiated a major street cleaning campaign. Since their establishment in 1978, the Merchant Association has worked to promote business development, prevent incompatible uses from coming into the street, and petitioned City government agencies for needed public improvements. To further these efforts the City Planning Department has assigned staff to assist the merchants to develop a comprehensive physical and economic development plan for the Lower 24th Street area.

C. Purpose of Study

The purpose of this planning study is to identify and prioritize objectives and implementation measures for economic development and physical improvements on Lower 24th Street. This neighborhood shopping area is within the designated Inner Mission Neighborhood Strategy Area (NSA). This area of the Mission is eligible to receive Community Development Block Grant (CDBG) funds to assist qualified merchants improve their business activity, and to carry out needed public street improvements. The plan which has been developed makes specific recommendation for needed private and public improvements.

Planned commercial revitalization in the area will increase economic development activities which benefit lower income residents and merchants in the community. This objective is part of broader community development goals for the area which may include neighborhood stabilization, housing restoration, social services, and employment development.

D. Scope of Study

The focus of the study is on public improvements and business development components which would enhance the street environment and improve the economic vitality of Lower 24th Street. The business development compoenent includes recommendations for low interest loan incentives for private exterior building restoration, interior remodeling, and business expansion; painting and sign coordination demonstration blocks, and improve business management assistance. The public improvement component includes such street features as better street lighting, additional street trees, sidewalk beautification and landscaping, street furniture and amenities, public parking facilities, mini-park recreation space, and other public and cultural physical improvements.

The study recommends needed improvements, and technical and financial assistance based on the assessment of existing conditions. The implementation of these recommendations will result in increasing neighborhood business, provide greater shopping convenience, and increase neighborhood employment opportunities. It should be noted, however, that successful neighborhood commercial revitalization is neither a simple nor a short process -- it requires an overall coordinated system approach among the merchants, planners, government agencies, private financing, and community residents.

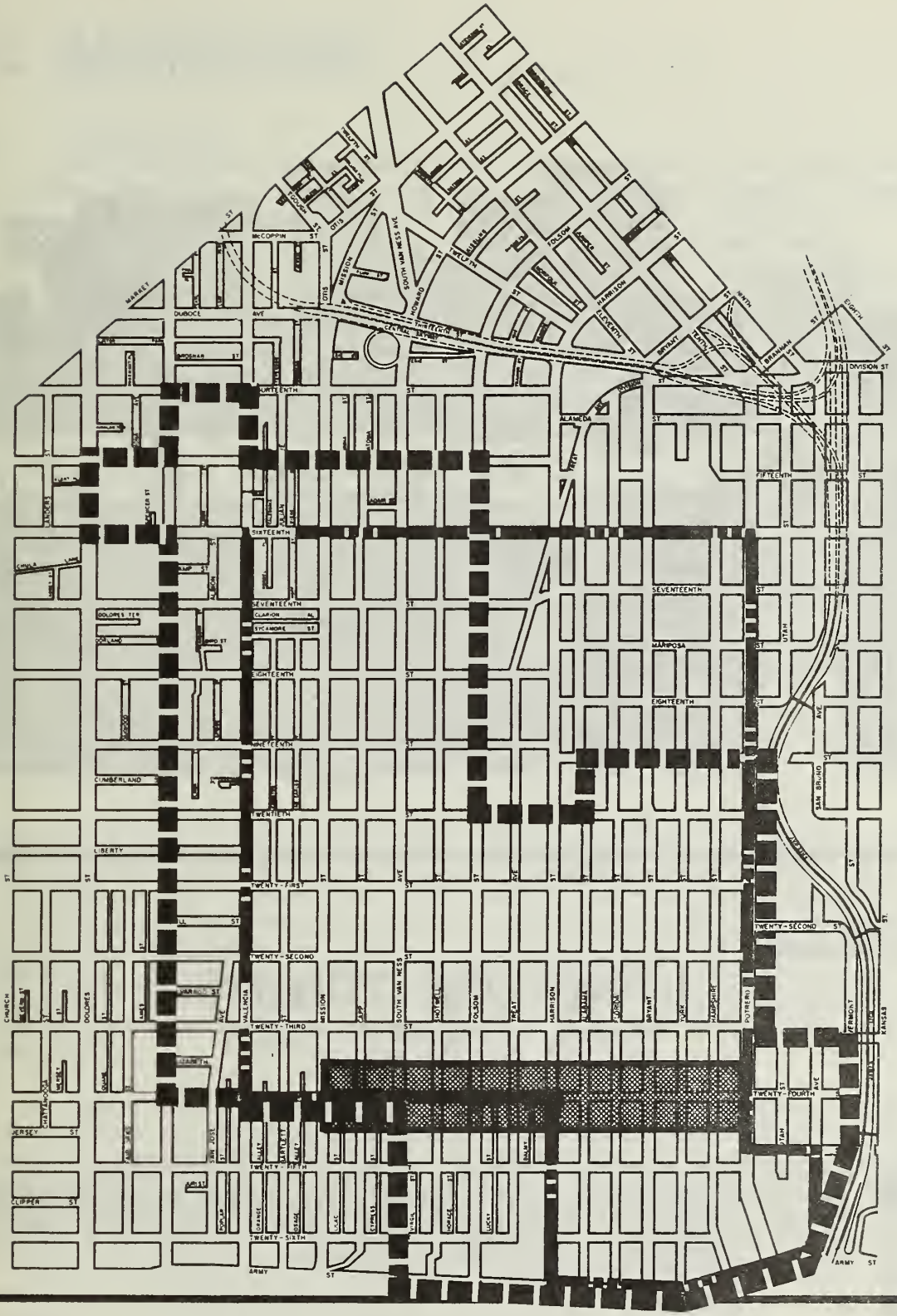


FIGURE 1

THE MISSION

NEIGHBORHOOD STRATEGY AREA (NSA), CURRENT

NEIGHBORHOOD STRATEGY AREA (NSA), PREVIOUS

24TH ST. NEIGHBORHOOD COMMERCIAL STUDY AREA

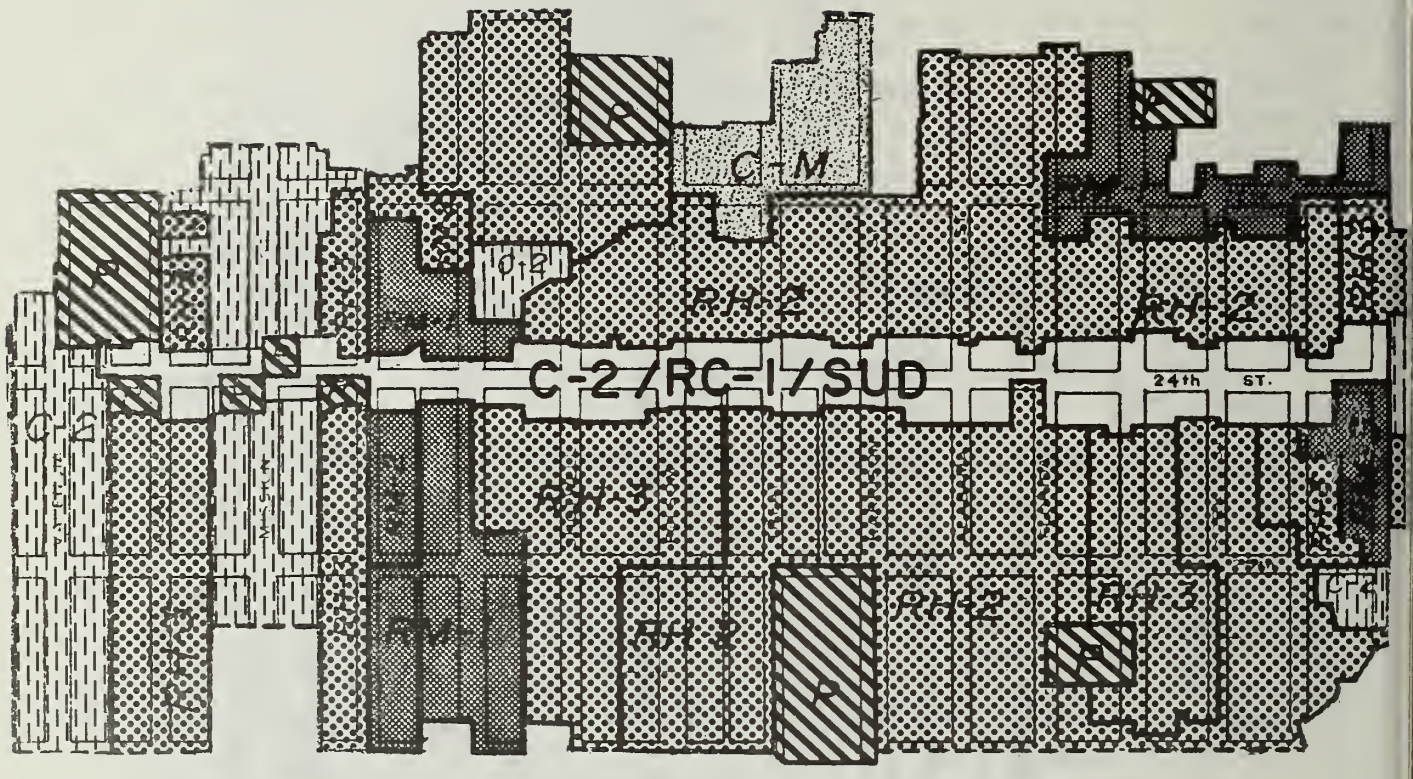


FIGURE 2

LAND USE ZONING
24TH STREET AREA

	RH-2&3	RESIDENTIAL HOUSING, 2 OR 3 UNIT BUILDINGS
	RM-1-3	RESIDENTIAL MIXED HOUSING WITH APARTMENT BUILDINGS
	SUD/RC-I	SPECIAL USE DISTRICT, RESIDENTIAL & NEIGH. COMMERCIAL
	C-2	COMMUNITY BUSINESS DISTRICT
	C-M	HEAVY COMMERCIAL
	P	PUBLIC

* Refer to the City Planning Code Manual and Maps for complete definitions and area zoning coverage.

II. BACKGROUND

A. Study Area

The neighborhood commercial study area is the 24th Street commercial strip between Mission and Potrero Streets, within jurisdictional boundaries of the 24th Street Merchants Association. Although commercial activity extends up to Valencia and past Potrero Avenue to the James Lick Freeway, Mission and Potrero Streets are the recognized entrances to the proposed study area. This area encompasses 12 city blocks (these blocks are listed by Assessor's Blocks in the Appendix, see 24th Street Storefront Inventory). A number of these city blocks are cut across by small alleys which open into 24th Street. The study area is depicted in Figure 1.

B. Zoning

The commercial strip fronting on 24th Street has been zoned C-2 for community business uses and changed in 1979 to interim RC-1 controls for mixed neighborhood residential and commercial use. In September 1980 the Board of Supervisors passed a City ordinance designating 24th Street and nine other neighborhood commercial districts as Special Use Districts (SUD) for a one year trial period.* Most recently in January 12, 1981 the Board of Supervisors withdrew the RC-1 designation and restored the area's C-2 zoning, subject to the SUD controls which are superimposed over the commercial shoping district.**

An RC-1 zoning district allows the development of medium-density residential use (one dwelling unit for every 800 square feet of lot area) and commercial uses which are allowed in C-1 districts. The principal permitted uses in a C-1 district are neighborhood retail businesses, personal services, business or professional offices, and residential dwelling. Commercial uses above the ground study in this district require conditional use permits. These commercial districts are designed primarily to meet the needs of nearby residents.

Community business C-2 districts provide a wider variety of general or specialty goods and services which may cater not only to nearby neighborhood residents but also to a citywide or regional market. As in C-1 districts, the emphasis is upon compatible retail uses and development, but the C-2 districts allow a higher intensity of commercial uses which are normally found in strictly commercial districts. The residential

---

*See the Neighborhood Commercial Conservation and Development Study and update by the Department of City Planning, October 1979

**See City Planning Code, City and County of San Francisco, 1979 edition.

density in a C-2 district is similar to that allowed in C-1 or RC-1 districts. An important way that C-1 zoning differs from RC-1 is that RC-1 districts require rear yard setbacks on ground floor commercial stores whereas the C or RC-2 districts require rear yard only on the residential floors of a building.

The Special Use District designation which the street has received has established maximum thresholds on the number of bars, restaurants, fast food and off-sale liquor establishments, places of entertainment, dance halls, cabarets, and other uses allowed in the district's zoning. These controls aim to determine with greater discretion the compatibility and cumulative effect of individual business development proposals. It imposes controls on size, frontage, parking, drive-up uses, and requires that new buildings provide for commercial space on street level frontage. These provisions strengthen the character and use of ground floor commercial use. Another objective of the SUD is to preserve the mix of commercial and residential use on the street. This has resulted in a policy which prevents upper story residential units from being converted to commercial uses.

These zoning changes significantly affect present and future development on 24th Street. Each zoning category has a set of complex regulations which affect the street in a different way. The merchant association must follow these regulations closely to insure the best use of the street.

C. Existing Land Use

Lower 24th Street is lined by a diversity of small shops and restaurants with residential dwelling units above in the second and third story floors of many old victorian style buildings. The street has a great number of ethnic restaurants, small grocery stores, Mexican bakeries and other neighborhood and secondhand stores. This mix of residential above commercial activity typifies land use on 24th Street.

III. DEMOGRAPHICS

A. Ethnicity

Most of Lower 24th Street is included within the U. S. Census Tract 229. The neighborhood area bounded by Census Tract 229 lies between South Van Ness and Potrero and Army and 23rd Street. This residential sector is in the immediate shopping area served by Lower 24th Street. Neighborhood area information can explain much about Lower 24th Street.

The population statistics for the area show that over 75 percent of the population in the 24th Street neighborhood area are ethnic minorities. The largest proportion of these residents are Latinos, comprising over 55 percent of the population. Other major ethnic groups are Filipino and black populations which make up about 7 percent each. The white population is less than 25 percent. (See population characteristics tables in the Appendix.)

Since 1950 there has been a significant increase of Latin American migrants which have replaced the Irish families which have left the area. This major population change has been accompanied by a significant increase of Latin-oriented commercial retailing.

We estimate that the trends described here from 1970 census data will continue to be observed in the 1980 census. This information will be available in 1982.

B. Family Characteristics

This area of the Inner Mission is characterized as having a significantly high percentage of youths and married adults. In 1970, 37 percent of the population was under 18 years old in the Inner Mission, considerably higher than the 22 percent for the entire city. These characteristics clearly identify the Inner Mission's strong family orientation.

C. Employment and Education Levels

The Inner Mission has one of the highest percentages of semi- and unskilled workers in the city. One-third of all workers fall in this category, 58 percent are employed in skilled occupations, and only 9 percent in professional positions as compared to 25 percent citywide. These statistics are reflective of the generally lower economic conditions found in the area.

As with employment skills, the levels of education are significantly lower in the Inner Mission than elsewhere in the city. In 1970 46 percent of the adult population in the Inner Mission had less than a junior high school education and almost 90 percent had less than a high school education. In comparison to all other city districts, this area has the

largest percentage of people with less than a high school education.

CONCLUSION

On the whole, the population in the 24th Street area of the Inner Mission is young, family oriented, predominantly Latin, and with incomes lower than city averages. This means that neighborhood residents spend a high proportion of their incomes on essential goods such as rent and food, and very little on less essential goods and services. This is consistent with statistics which show a high percentage of small grocery and restaurant shops on 24th Street and a high percentage of lower-income renters (73 percent) living in the immediate shopping area. Merchants who sell non-essential goods and services or provide specialty goods must attract customers from a wider market than the immediate neighborhood. This information can be used by the merchants to better market their goods and services to neighborhood residents.

IV. ISSUES

From June 23 to June 30, 1980, a survey was conducted by the 24th Street Merchants Association and the San Francisco Department of City Planning to gather information on business conditions along 24th Street. Approximately 1/3 of the 160 businesses on 24th Street participated in the survey. The purpose of the survey was to identify major problems and priorities for improvements along the street. (See Neighborhood Commercial Feasibility Study summary in the Appendix.)

The issues which are most often discussed on 24th Street can be categorized under six major areas of concern. These issues center around (1) business development, (2) storefront improvements, (3) street improvements, (4) people problems, (5) transportation and parking, and (6) future neighborhood commercial development. The findings from the merchant survey are discussed in the following and summarized in Table 1 in the Appendix.

A. Business Development

One of the most basic concerns has revolved around developing methods to improve the retail economic vitality of the street as a neighborhood commercial district. The 24th Street merchants have made strong efforts to promote business activity in Lower 24th Street. They have organized a number of fundraising events and a major community street fair in mid September. The street fair has had much support from the community residents and has been successful in attracting visitors from all over the Bay Area. This past year the street received free publicity from newspaper, journal and television coverage which described some of the specialty shops, ethnic diversity and colorful charm of Lower 24th Street. However, the promotional advertising the street has received has been sparse and not substantial enough to increase the overall business activity.

While 41 percent of businesses in the merchant survey reported an increase in sales over the last three years, a full 25 percent reported that their sales had declined over the same period. Most of the merchants surveyed (74%) feel that the secondary market offers the greatest potential in terms of increased sales. Many merchants (65%) reported that a great percentage of their customers came from either the larger Mission, citywide, or regional area. These findings testify to the economic problems and unique appeal which the street already has.

The survey shows that there are three times as many merchants who lease than those who own their own shop. Almost all of the merchants expressed interest in low-interest loans which might enable them to purchase their building, or be used

of crime can have a severe negative impact on shopping on the street. Crime was the most frequently mentioned problem in the merchant survey.

The merchants have been supportive of increasing the recreational, employment, and educational opportunities available to Mission youths. This long range goal often gives way to recomendations which deal with the immediate crime problem. These recommendations have focused primarily on the need for increasing day and nighttime foot patrols.

E. Transportation and Parking

Off-street parking is another high priority problem identified by the merchants. The merchants feel that the lack of parking discourages potential customers from driving to the street. The merchants have been looking for vacant sites which may provide public parking as well as retail, and residential mix use. They have sought to work with the City's Parking Authority and private developers which may be interested in this type of mixed use development. With only a few remaining vacant sites in the area, the potentials for off-street parking are severely limited.

The merchants have also expressed the need to improve the use of commercial unloading zones to prevent double parking which blocks traffic and impedes traffic from coming into the street. The narrow width of the street with parking at either side of the curb allows only one lane of traffic in either direction. Large trucks or buses parked by the curb sometimes block the flow of traffic. These problems must be assessed to determine the improved use of the street.

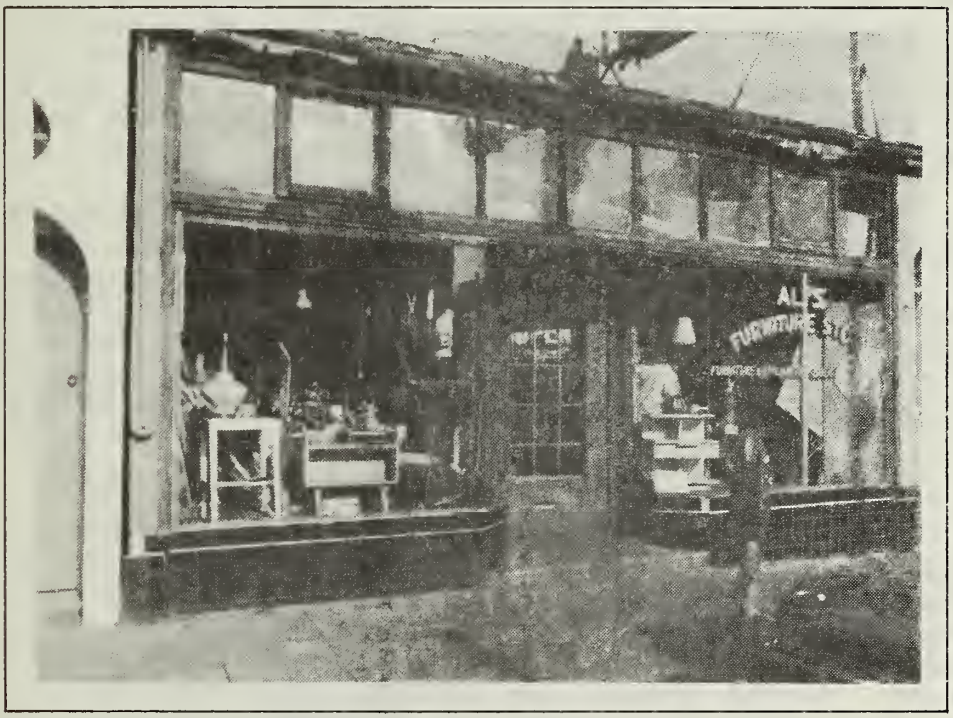
F. Future Commercial Neighborhood Development

The direction that 24th Street should take in the future is a major concern to merchants and neighborhood residents. Some merchants would like to concentrate on trying to attract tourist and other shoppers from outside the immediate area. Another alternative supported by some neighborhood residents has focused on preserving the neighborhood commercial character and residential housing units fronting on 24th street.

Despite the differences of these alternatives, there appears to be a consensus that 24th Street should (1) continue to serve the residents of the immediate area and control the conversion of 2nd story residential units to commercial usage, as well as (2) try to attract a greater number of visitors and shoppers from outside the area. The influx of additional shoppers visiting Lower 24th Street offers the prospects of

increasing retail sales needed to revitalize the commercial district. A stronger shopping market can help to finance a greater number of services and improvements from which merchants and neighborhood residents can benefit.

The merchants have taken an active role in preventing undesirable business development on the street. These efforts should include developing design guidelines and standards which existing and future business development will observe. The new Special Use District zoning designation will allow the merchants to better regulate design and business development on the street.



V. DATA

A. Commercial Land Use Inventory

The ground floor on 24th Street is lined with a diversity of small shops, only occasionally broken by a vacant site or residential building. Buildings which have a second and third floor generally accommodate residential apartment units. In total there are 166 business commercial facilities and some 200 residential units fronting on 24th Street. The residential and commercial mix is depicted in Figure 3.

The most numerous types of commercial businesses are eating and drinking establishments (30) and small neighborhood specialty grocery stores (36). The other major uses are furniture, appliances, and secondhand stores (11), clothing and shoe stores, and gift shops (11), hair salons (12), and business and social services offices (22). Other facilities include 2 churches, 1 theater, 1 bank, and 1 public parking lot. The storefronts which remain vacant number about 14. A summary inventory of business activity is provided in Table 1, and a complete listing of individual businesses by address, block, and land use is attached in the Appendix.

Potential new commercial development is limited by the number of vacant or buildable sites. There are two large corner vacant sites (50 by 100 square feet) prime for commercial and residential development. Two additional standard lots (25 by 100 square feet) remain vacant on Lower 24th Street. These sites as well as those with existing nonconforming industrial uses have been identified in Figure 3.

B. Residential Activity

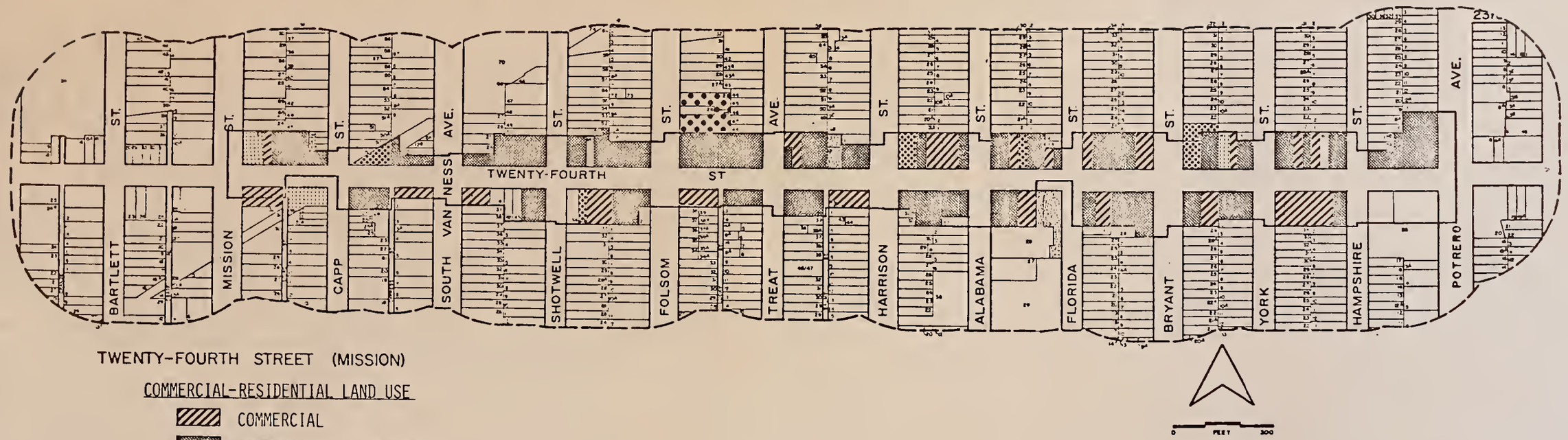
Residential units occupy the 2nd and 3rd story floors of most buildings. Only a small number of buildings on 24th Street between Mission and Potrero are strictly residential or commercial. The majority of the buildings are used for a combination of commercial in the ground floor and residential above. In the ground floor there are approximately 166 business commercial units and only 11 residential units; 31 of these businesses operate in one story buildings without residential above. There is a total of about 200 residential units on 24th Street between South Van Ness and Potrero: 11 of these units are found in the ground commercial floors; 120 housing units are above commercial businesses in second story floors, and about 68 units are distributed in third story floors, with one unit in a fourth bloor building. These figures show that the street enjoys both commercial and strong residential activity.

C. Physical Conditions

While most of the buildings on 24th Street are basically sound, about 60 percent of the buildings require minor or

FIGURE 3

COMMERCIAL - RESIDENTIAL LAND USE



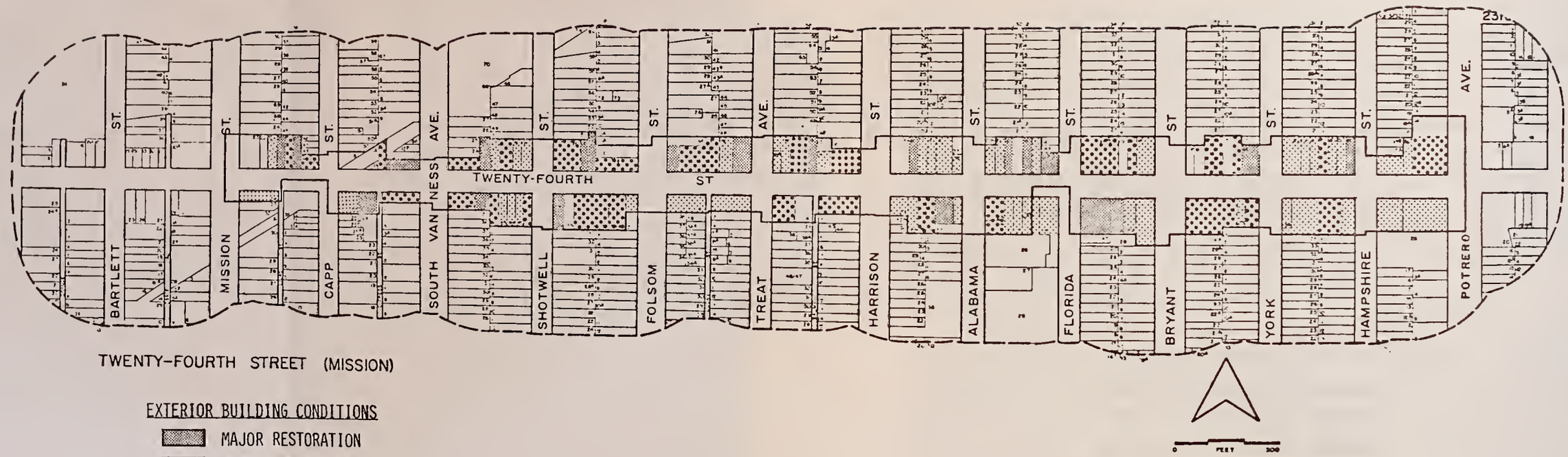
TWENTY-FOURTH STREET (MISSION)

COMMERCIAL-RESIDENTIAL LAND USE

- COMMERCIAL
- COMMERCIAL/RESIDENTIAL
- RESIDENTIAL
- CHURCHES
- INDUSTRIAL/NONCONFORMING
- PUBLIC
- VACANT

FIGURE 4

EXTERIOR BUILDING CONDITIONS



major restoration repairs, according to an exterior condition survey conducted by the Department of City Planning in June 1980. Figure 4 indicates that 21 buildings were assessed in the survey to require major restoration improvements, an additional 42 buildings needed minor improvements, and 42 other buildings were basically sound enough to remain as they were.

Those buildings which are severely blighted severely depress the overall shopping environment of the street. Those buildings are scattered the length of the street and do not concentrate in one or two blocks. The restoration of these "sore spot" buildings can provide quick noticeable results which would improve the overall attractiveness of the street.

A number of buildings with significant architectural features should be restored to enhance their aesthetic importance to the street. Other less prominent buildings need repainting and improved color coordination with adjacent buildings in the block. According to the exterior condition survey, most buildings on Lower 24th Street can be significantly improved simply by repainting or with the installation of new awnings, signs, or other minor exterior improvements. Such facade improvements are estimated to cost between $3,000 and $7,000 per building.

In recent years many owners of these buildings already have taken the initiative to repaint and restore these buildings. According to files kept by the Central Permit Bureau in the Department of Public Works, in 1977 and 1978 there were 15 permits issued for rehabilitation of buildings located on Lower 24th Street.

Despite this trend, a significant number of buildings remain in poor disrepair. Our merchant survey revealed that some merchants may be withholding exterior improvements until the graffiti and vandalism problem is controlled, or until there is a greater assurance that the street will become a more viable shopping district.

D. Transportation and Parking

Twenty-fourth Street is a major east-west street running from Potrero Hill to Twin Peaks. The Lower 24th Street commercial district is located between Potrero Avenue in the east and Mission Street on the west. The Mission and Potrero crossstreet provide the two main entry points into 24th Street. South Van Ness, Folsom, Harrison and Bryant are other north-south cross-streets which access into 24th Street.

Freeway access can be readily attained at the Army and James Lick Freeway onramps just two blocks away from the Potrero and 24th Street intersection. Army Street on the south also allows access to 24th Street at the Harrison, Folsom and South Van Ness light intersections.

Table 1

24TH STREET LAND USE INVENTORY, JULY 1980
(Mission to Potrero)

RETAIL SALES AND SERVICES			137
Restaurants, Bars, Entertainment		30	
Restaurants	20		
Bars	7		
Fast Food	2		
Theater	1		
Groceries, Off-Sale Liquor		36	
Groceries	23		
Bakeries	6		
Liquor Stores	7		
Other Retail and Services		61	
Antiques, Secondhand Stores	4		
Home Furnishings, Appliances	7		
Barber/Beauty	12		
Books, Stationery, Records, etc.	3		
Clothes, Shoes, Incl. repair	7		
Florist, Nursery	3		
Gallery, Framing	3		
Gifts	4		
Hardware, Building Materials, Automotive	5		
Pharmacy, Variety, Dept. Discount	4		
Laundry, Dry Cleaning	4		
Other Retail	5		
OFFICES			22
Financial Offices	4		
Business Offices	7		
Medical Offices	2		
Social Services	8		
Banks	1		
CHURCHES			2
PARKING			1
VACANT			14
Total			166

While vehicular access is readily available, parking access is more difficult to attain. Presently, public parking is provided primarily by on-street meter parking. Once parking on 24th Street fills up it spills over to the adjacent neighborhood streets. There are no major public parking facilities on the street to serve the 24th Street shopping district. There is a small public parking lot at the corner of Capp and 24th Streets which can accommodate 30 cars. This parking site is mostly used by Mission shoppers and not as much by those shopping in Lower 24th Street.

Public transportatiopn into 24th Street is convenient and readily available from and to various portions of the city. The 24th Street and Mission intersection has five municipal lines (#9, #11, #12, #14, #86), in addition to BART (Bay Area Rapid Transit) and the private jitney service. There are also two Muni lines (#25, #27) on Bryant Street and a Muni line each for South Van Ness (#41), Army (#27), Potrero (#47) and 24th Street (#35). According to the Muni Five Year Plan, an additional Muni will run along Folsom Street from Bernal Heights to downtown.

E. Market Analysis

This section of the report analyzes the existing market conditions on 24th Street and estimates the market potential that could be realized if various changes were made.

The market analysis information was generated through close contact with the 24th Street Merchants Association as well as a survey of the merchants themselves. Buying patterns and attitudes derive chiefly from these sources. Data on gross receipts and income were obtained from the County Tax Assessor and the U. S. Census.

1. Types of Businesses

The businesses on 24th Street include the following: 36 small groceries, 3 variety and general merchandise stores, 20 restaurants, 14 personal service shops (e.g. laundries, shoe repair, printing, etc.), 12 beauty and barber shops, 11 furniture stores, 8 nonprofit agencies, 3 apparel stores, 3 hardware stores, 2 pharmacies, 2 medical offices, 2 auto supply stores, 2 churches, 2 art galleries, 1 bank, 1 bookstore and a movie theater. Presently, there are 13 vacant storefronts on 24th Street. Overall, the street offers a diverse mix of dining, shopping and entertainment facilities, although not necessarily in balanced proportion. (See Table 1, 24th Street Land Use Inventory.)

Although many of the stores cater to mainly local residents, a greater proportion (65%) rely primarily on a larger citywide and regional market. Many of the street's latin-oriented restaurants, for example, attract people from all over the Bay Area. The York theater is another example of a 24th Street business which has a large drawing power from

outside the area. One reason for this citywide attraction is the distinctive and authentic character of 24th Street, which relies almost entirely upon non mass produced food, merchandise and entertainment.

2. Trade Area

The 24th Street retail area relies heavily on patronage generated from within its primary trade area (see Figure 5). The dimensions of the trade area are defined by a number of influencing factors, such as the types of businesses operating in the retail center, the nature and location of competition, and the quality of the physical and social environment,

Proximity and walking distances are additional factors. The pedestrian-oriented shops of 24th Street are not conveniently accessable to automobile traffic, and/or public transportation such as found on Mission Street.

Estimates of the 24th Street trade area population are based on the 1970 Census taken from Census Tracts 228, 229 and part of 209. These tracts were chosen because a significant area of each is immediately accessable to 24th Street. The 7,259 households within the primary trade area vary in size from 2.3 to 3.1 persons, comprising a total population of 22,190 (see Table 2).

3. Sales Volume

In 1974 retail sale gross receipts for Lower 24th Street totalled $5,674,038,* and in 1979 the City's Tax Collectors Office recorded $7,056,683 in gross receipts sales in the street. This amounted to a modest 24% increase in taxable sales in 5 years. During this period citywide retail sales increased by 38%, and statewide by 48%.**

4. Income and Expenditures

Potential sales on 24th Street rely first on the retail expenditure patterns of trade area residents. Their expenditures are based on income levels within the area. The proportion of retail expenditure to income is used to estimate how much trade area residents have available to spend on retail goods. The ratio used (42%) is the average retail expenditure to income ratio for the San Francisco Bay Area. Based on these figures, it is estimated that there is a total of $44.9 million spent annually by 24th Street area residents on retail goods (see Table 2).

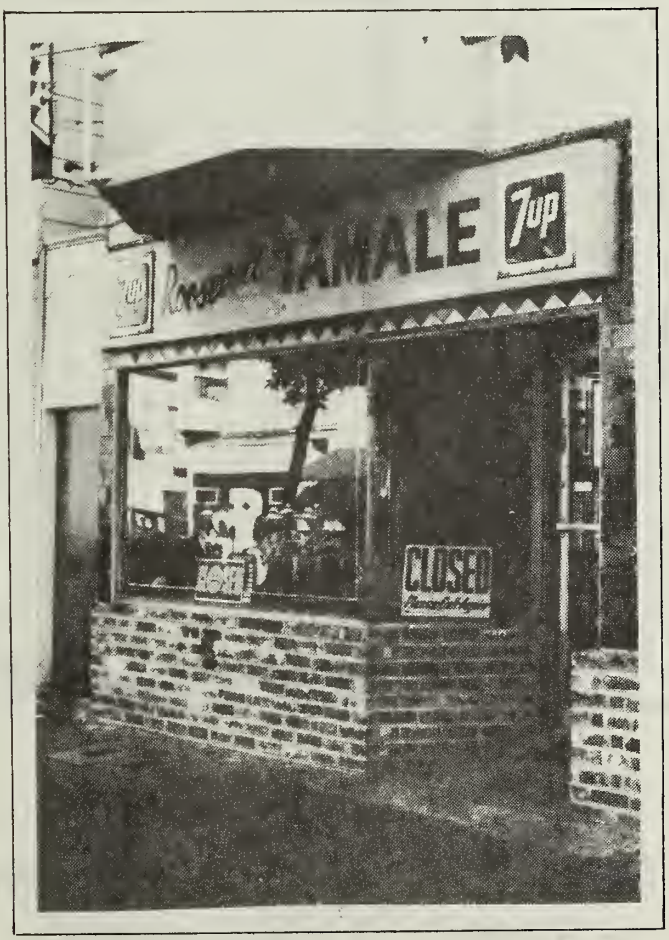
*See Commerce and Industry, Neighborhood Commercial Districts report, prepared by the San Francisco Department of City Planning.

**See the State Board of Equalization annual report on taxable sales in California, 1979.

Table 2 PRIMARY TRADE AREA RETAIL EXPENDITURES

	Tract 228	Tract 229	Tract 209*	Total Trade Area
Total Population	10,717	9,448	2,025	22,190
Number of Households	3,395	3,021	843	7,259
Persons per Household	3.10	3.09	2.39	---
Total Income**	$50,799,200	$43,043,208	$13,280,622	$107,113,030
Median Income**	$14,960	$14,248	$15,754	-------
Expenditure for Retail Goods**	$21,331,464	$18,078,147	$5,577,861	$44,987,472

*Approximately 1/2 of census tract in mkt area adjusted.
**Adjusted for inflation: 100% to 1980



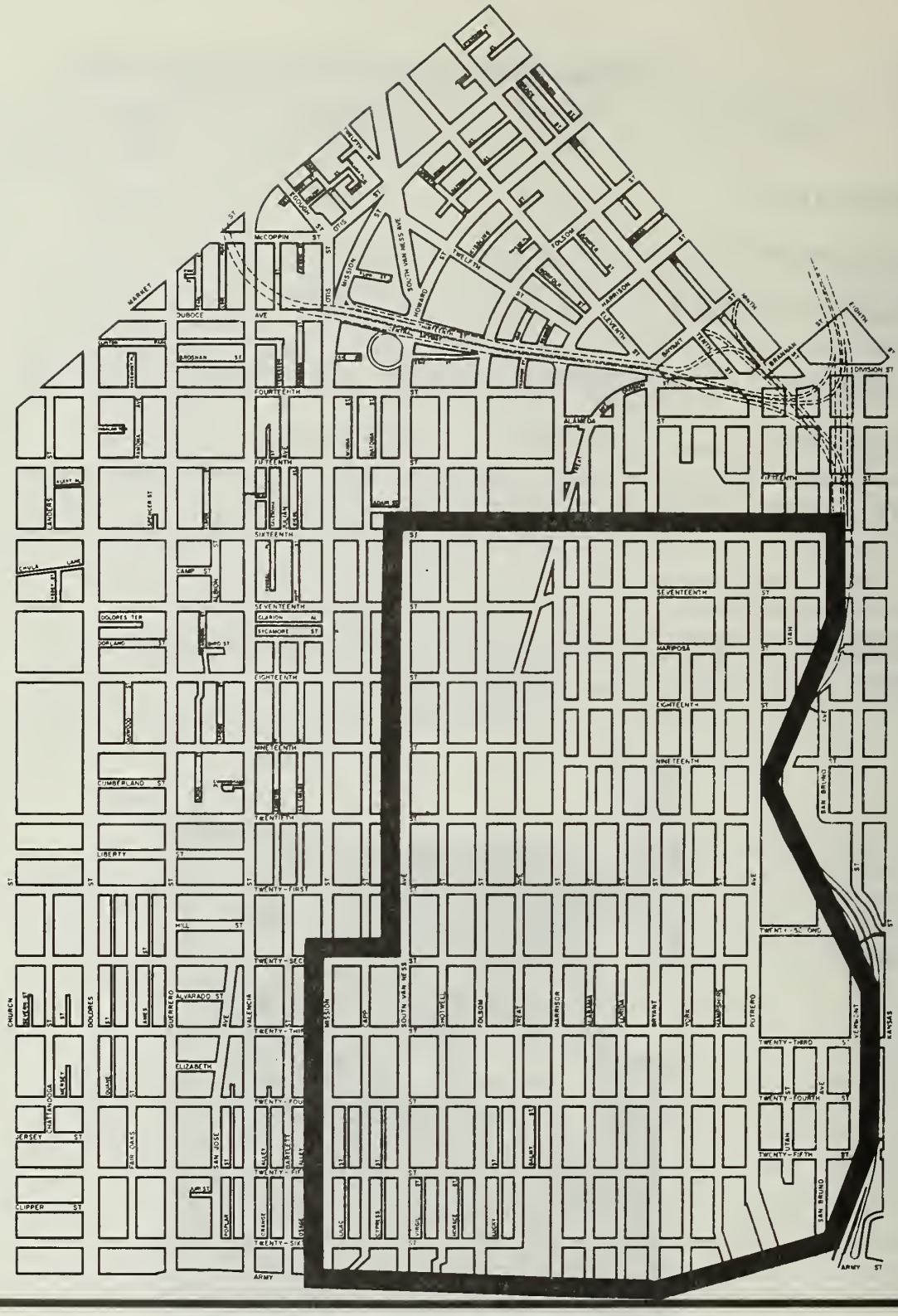


FIGURE 5

24TH ST. NEIGHBORHOOD COMMERCIAL
PRIMARY TRADE AREA

5. Potential Retail Expenditures on 24th Street

Table 3 illustrates the retail sales potential from the 24th Street trade area based on average income and expenditure patterns. Listed by retail category, the percentages given indicate typical proportions of income spent on retail foods within the San Francisco -- Oakland SMSA (column 1). The accompanying dollar amounts (column 2) reflect how much money trade area residents can be expected to spend per year on each type of retail goods.

Not all of the total trade area retail dollars can be expected to be spent on 24th Street, however. The area must compete with other shopping areas, most notably the Mission Street commercial district. Thus, the capture rates shown (column 3) are the estimated percentages of trade area expenditures potentially available for 24th Street. The final column translates these percentages into dollar amounts.

Based on these formulations, the total dollar amount available for potential expenditures on 24th Street from its primary trade area is $14.1 million per year. When this figure is compared to the street's annual gross receipts of 8.5 million, the overall untapped potential of 24th Street's primary trade area becomes sharply apparent.

Based on the results of the 24th Street merchants survey, it is estimated that area expenditures account for 58.5 percent of total sales on the street, about $5 million. Thus, local merchants appear to be attracting only 35 to 40 percent of the 14.1 million potential buying power of their primary market.

Table 3

RETAIL DOLLARS AVAILABLE FOR 24TH STREET PRIMARY TRADE AREA

Category	% of total Retail Expenditures	TOTAL Retail Spent by Trade Area	% Primary Trade Area Can Capture	Total Potential Trade Area Expenditures on 24th Street
Foodstores	20.1	$ 9,042,478	65%	$ 5,877,613
Eating/Drinking	18.8	8,457,641	40	3,383,058
Pkgd Liquors	3.0	1,349,624	55	742,293
Gen. Merch.	12.8	5,758,394	--	-
-Dept. Store	(11.2)	(5,038,597)	-0-	-0-
-Other	(1.6)	(719,780)	45	323,901
Apparel & Access.	83	3,733,960	25	933,490
Furniture, etc.	2.3	1,034,712	20	206,942
Appliances	1.5	674,812	20	134,962
Gas Stations	4.3	1,934,461	-	-
Auto Dlr/Sup.	11.5	5,083,584	15	762,338
Bldg. Mat, Hdw.	1.9	854,762	20	170,952
Drug Stores	3.2	1,439,599	50	719,780
Other	12.5	5,623,434	15	843,515
TOTAL	100.0%	$ 44,987,452		$ 14,098,844

Table 4

GROSS SQUARE FOOTAGE OF FLOOR SPACE
SUPPORTABLE WITH AVAILABLE DOLLARS

Retail Category	Available Trade Area Dollars	Est. $ Volume per sq. ft. of Flr Space	Gross sq. ft. of flr space Supportable	Existing Square Footage
Food	$5,877,611	$131	44,867	55,612
Eating/Drinking	3,383,056	45	75,179	55,315
Drugs	719,799	66	10,905	5,338
Gen. Merch. (Excluding Dept. Stores)	323,901	41	7,900	21,967
Apparel, Acces.	933,490	33	28,287	17,273
Furniture	206,942	27	7,664	10,105
Appliances	134,962	48	2,811	15,783
Gasoline	-	-	-	-
Bldg. Mat.	170,952	60	2,849	12,850
Pkgd. Liquor	742,293	80	9,279	9,484
Auto Sup/Dlr	762,538	40	19,063	7,500
Other	843,515	-	-	38,561
TOTAL	$14,099,059		208,804	249,788

6. Gross Square Footage

These potentials are futher borne out by Table 4, which shows the gross amount of square footage of retail space which could be supported by the estimated available trade area dollars. The figures are based on national standards for the volume of sales which are typically realized per square foot of floor space for each type of retail outlet.

Table 4 shows which categories of retail goods have too much or too little retail area. The best potential appears to be in those categories that do not include "comparison" goods (furniture, housewares, etc.), which shoppers generally prefer to purchase at large shopping areas where the selection is wider. Convenience and specialty goods (eating/drinking, apparel, drug stores, etc.) have the greatest potential for increased sales on 24th Street. The notable exception is foodstores, which is a convenience category that has apparently already achieved its potential. It is important to note, however, that foodstores on 24th Street offer a unique variety of Latin American foods that attract people from well beyond the primary market area.

According to the computations in Tables 2, 3 and 4, the area is about 19,864 square feet short in the amount of space the area can support for eating and drinking establishments. This does not necessarily indicate that more restaurants are needed, but that according to national averages the area has less square footage for restaurant and drinking places. This may be because many of the restaurants on 24th Street are small, even though the street already has quite a number of eating and drinking places. Presently restaurants and

drinking places take 21% of the total business square area. According to national averages this percentage could be increased to 28%. However, it may be that the national standard averages used in this analysis may not apply to 24th Street.

7. Secondary Market Potential

Twenty-Fourth Street's potential is not limited to its primary market area alone. Because of its unique Spanish flavor and authentic charm, 24th Street has a strong potential to attract patrons from all over the Bay Area.

At present, as the merchants survey indicates, the shops on 24th Street rely almost as heavily on out of neighborhood shoppers as they do on those within the primary trade area. Equally important, more than 50 percent of the merchants indicated in the same survey that they were striving to attract shoppers from the overall city and region. Thus 24th Street, although distinctly a neighborhood sized shopping district, relies on patronage from a much wider area than the immediate neighborhood. That many people are currently drawn to 24th Street from out of the area with next to no advertising or promotion, little available parking, or convenient accessability, is an indicator of the strength and potential of the secondary market area.

The study indicates that the secondary market helps support many of the small businesses which may have to close without this market. This is a lower income neighborhood where residents have limited expenditures to support many of the businesses which it has or would like to have. Strengthening the secondary market would allow the merchants to offer better goods and services to neighborhood residents.

SUMMARY OF FINDINGS

1. Total retail sales on 24th Street during 1979 equaled $8.5 million.
2. Twenty-Fourth Street sales generated by the primary trade area are estimated to be between $4.7 and $5.2 million.
3. Businesses on 24th Street are also supported by a secondary market which is made up of people drawn to the area primarily by its distinctive shopping and dining opportunities.
4. Total potential sales from the primary trade area equal $14.1 million per year, based on a total trade area income of approximately $44.9 million.
5. Twenty-Fourth Street is currently capturing 35 to 40 percent of this potential.
6. The level of sales on 24th Street could be increased from $8 to $9 million dollars more if the street were to capture its full share of the buying power in the primary trade area.
7. An even greater potential for reasonable commercial development may exist within 24th Street's secondary market.

CONCLUSION

Twenty-Fourth Street is performing well below its potential as a neighborhood shopping area. Almost as many dollars are spent on the street by people outside the primary trade area as are spent by people who live only a few blocks away. The most certain opportunity for reasonable growth in 24th Street retail trade is to strive to attract a larger share of the retail dollars of its own trade area.

The potential for commercial revitalization on 24th Street is also dependent on the street's ability to attract more business from its secondary market. The multi-ethnic character is a strong asset and drawing factor for this shopping area, and should be emphasized and strengthened. This report recommends many improvements that will increase the visual appeal of the street, but care should be taken so that 24th Street's authentic character is not made artificial.

To enhance 24th Street's commercial potential within its primary trade area and to improve its opportunities within the secondary market requires:

- Economic development advice and opportunities for merchants along 24th Street;
- Increased sales promotional activities by the merchants through their association;
- Improved street cleaning and control of litter;
- Physical improvements to storefronts and public right of way.

VI. RECOMMENDATIONS

A. GOALS AND OBJECTIVES

Goal: Neighborhood Commercial Revitalization

IMPROVE BUSINESS ACTIVITY AND THE NEIGHBORHOOD COMMERCIAL ATTRACTIVENESS OF LOWER 24TH STREET TO MAKE LIFE IN THE NEIGHBORHOOD DESIRABLE, DIVERSE, AND A QUALITY EXPERIENCE.

1. Commercial Revitalization Objectives:

*1 To increase sales to capture the neighborhood shopping and regional market potentials of this commercial district;

*2 To improve ethnic and small business entrepreneurship;

*3 To identify new business development which complements the character and meets the needs of the community;

*4 To create new jobs and retain existing ones;

*5 To increase sales tax revenues from increased retail activity;

*6 To attract a limited number of city and regional shoppers and tourist visitors;

*7 To provide adequate parking to serve the shoppers' needs while preserving the environment for pedestrian and residential use.

2. Neighborhood Serving Commercial Objectives

*1 To insure that the cultural, entertainment, educational, health care, recreational, and commercial needs of the neighborhood are met.

*2 To improve the quality and variety of retail goods and services available to neighborhood residents;

*3 To promote the Latin and multi-ethnic character of the shopping district;

*4 To create and maintain a pleasant and convenient shopping environment for neighborhood residents;

*5 To maintain and stabilize the neighborhood serving character of Lower 24th Street;

*7 To discourage "big business" development which may displace existing merchants and residents;

*8 To increase the personal and property safety of residents, visitors and merchants on the street;

3. Street Beautification Objectives

*1 To restore and upgrade older neighborhood commercial buildings in need of rehabilitation;

*2 To acquire and develop new sites available and suitable for conversion to mini-street parks.

*3 To improve the storefront appearance of individual businesses and provide for a unified design to the commercial district;

*4 To encourage interior as well as exterior remodeling;

*5 To develop and adopt appropriate design standards for this neighborhood commercial street;

*6 To discourage development which is inconsistent with the need, scale and character of the street;

*7 To provide for the necessary and desirable public street improvements;

*8 To realize improved street and sidewalk cleanliness; and

*9 To provide for visual beautification improvements.

B. BUSINESS DEVELOPMENT PLAN

As indicated previously in this report, Lower 24th Street has many small businesses operating marginally and meeting less than 50 percent of their community and regional market potential. Vacancy and business turnover has been high on the street as many businesses have been unsuccessful in generating sufficient sales to stay open. Usually, there are about 12 vacant storefronts all year around in Lower 24th Street.

This section outlines the economic development plan to strengthen existing and potential commercial activity which could develop in Lower 24th Street. The economic development plan has three primary strategies and a number of programs which provide for (1) financial assistance, (2) technical assistance, and (3) improved management coordination and promotion. These strategies and programs are outlined for review and prioritizing by respective merchant and other neighborhood representatives.

STRATEGY 1: FINANCIAL ASSISTANCE

Any successful neighborhood commercial revitalization requires reinvestment and long term financing. Financing is essential to allow stores to renovate or expand, and to bring new stores into the area. A number of programs have been recommended to provide the merchants and property owners with loan packaging assistance, favorable low interest long-term financing (90% to 100%), hardship loans and grants to qualified credit-worthy merchants.

These programs aim to provide flexibility in dealing with the various financial needs of the merchants and property owners. By flexibility it is meant that the loan programs should be capable of making loans to both property owners and merchant tenants, and for both "bankable" and "non-bankable" borrowers. This desired flexibility would also be useful in discouraging residential or commercial displacement of tenant merchants or renters. Loan applicants who do not qualify under normal lending criteria would then be considered for a supplementary grant or more favorable lending terms. (See 16th Street Revitalization Plan, San Francisco Department of City Planning.)

Program 1

Commercial Facade Improvement Loan Program. This program would provide low interest loans to property owners and merchants. The loans would be secured by the business or real property. These loans could finance the costs of exterior restoration of buildings, painting new signing, sidewalk awnings, window display, lighting, security measures, and other building and storefront improvements, including commercial and residential facade improvements. The Merchant Interview Survey indicates that about 54 percent of the

merchants would like to make some renovation improvements. Forty-four percent said they would be interested in low-interest loans for facade improvements.

This loan program would be developed within the context of a partnership between the merchants, property owners, private sector banking, and the City. The program would use public funds to write down the interest rate on an otherwise private market-rate rehabilitation loan, and to serve as security for the loan. The specific terms of this loan pool will not be known until a private lender is selected to participate in the program. Any credit worthy merchant or owner on Lower 24th Street would be eligible to participate in the loan program.

Program 2

Interior Remodeling Loans. Another loan pool needs to be made available for low interest financing of interior remodeling improvements. Many merchants (53 percent of those interviewed) have expressed the need for interior business remodeling instead of exterior facade improvements. The terms of this program will be similar and complementary to the facade improvement loan program.

Program 3

Business Expansion Loans. There are a number of small business development loan programs which can be utilized by qualified merchants. (See the Mayor's Economic Development Council Loan Program brochure.)

- Small Business Administration (SBA) 502 and 503 Loans. The U. S. Small Business Administration Loan Program provides attractive long term, fixed-asset financing. The 502 loan program can guarantee loans or, in some cases, provide 95% direct financing up to $500,000 for up to 25 years. The 503 program is a new program similar to the 502 but which requires that a greater portion of the total business development proposal be privately financed. These loan programs can be used to finance commercial rehabilitation, acquisition of buildings, business expansion, or development. These loans have been used for working capital, machinery and equipment, leasehold improvements, renovation, rehabilitation land acquisition and construction. The terms of the loans for working capital and equipment are generally under 10 years and over 20 years for real property financing.

  These loans have been used strictly for business commercial and not for residential purposes. Where the building has both residential and commercial uses, only the business part of the building can qualify for these loans. The availability of these loans can increase the depth of lower interest financing available to the

merchants. The City can facilitate S.B.A. financing in the area by providing needed City matching funds or guarantees, coordination, and loan packaging assistance to the merchants.

More specific information on these programs can be provided to the merchants separately at a later date. However, recent federal budget cuts may affect the availability of SBA loans.

- SBA Equal Opportunity Loan (EOL) Guarantees and 7(a) Loans. The 7(a) program is designed to guarantee loans to supplement working capital, to purchase machinery, equipment or a building, or for the conversion, construction or expansion of facilities. These loans are available for start-up situations, and can be particularly useful to facilitate working capital loans to the merchants.

The EOL program is basically the same as the 7(a). It is designed to assist low income or socially or economically disadvantaged persons to establish, preserve and strengthen small businesses. The EOL program may guarantee up to a maximum of 90% of $150,000 with terms from 3 to 15 years. The interest rates on these loans are determined depending on market rates interest.

- Title IX Revolving Loan Fund. This is an Economic Development Administration (EDA) direct loan program which the City Economic Development Council (EDC) administers. These funds are to be used to generate jobs and/or ownership in economically distressed portions of the City. Loan amounts, terms and rates are all negotiable.

Program 4

Merchant Owner Occupancy. There needs to be a program specifically to increase merchant owner occupancy. As our merchant survey shows, 51 percent of the merchants interviewed would like to purchase the buildings they occupy. Adequate financing should be sought from the SBA and EDA programs to facilitate ownership where possible. Merchant ownership can prevent potential displacement impacts which this neighborhood commercial revitalization plan may trigger. Greater merchant ownership on the street can also facilitate many storefront and maintenance improvements which are generally not possible under a lease arrangement. This is an indispensable program of the Business Development Plan.

Program 5

Small Merchant Grant Program. Many marginal small businesses in Lower 24th Street are simply not able to incur costly rehabilitation or beautification improvements. These merchants would not qualify for a bank loan. A rehabilitation and storefront improvement grant program would insure that these small merchants can do the improvements which may be required to revitalize the street.

These grants can supplement the loan program and would be for materials for facade improvements. Participating merchants would be required to provide or pay for the labor. The facade grants are not to exceed $2,000 per storefront.

Eligibility for these grants would be determined on an individual basis, and would require that specific plans and cost estimates be submitted by interested merchants. The use of these grants must be used to comply with the design guidelines which will be established by the merchants.

STRATEGY 2: TECHNICAL ASSISTANCE

For many merchants the problem is not improved financing methods but improved business management and training. According to the Merchant Interview Survey, 63 percent of the merchants are interested in a technical assistance program. To meet this need, a number of technical assistance programs are recommended. These programs can be provided in conjunction or as a part of the financial assistance programs.

Program 1

Loan Packaging Assistance. Negotiating a loan and planning a renovation or construction project is a complex process. Without professional assistance many small businesses give up or refuse to try to acquire a loan. In many instances the merchants need much preliminary bookkeeping and accounting assistance to determine loan eligibility.

These services need to be secured from existing professional economic development agencies. The program would assist the merchants in negotiating and identifying appropriate financing sources.

Program 2

Marketing Expertise. This program would concentrate in improving the merchants' expertise in merchandising, accounting, and marketing of goods and services. A number of seminars, classes, or special lectures can be organized for this purpose. A business development consultant should be contracted to visit individual businesses requesting technical assistance. These business development consultants can then advise the merchant in ways to improve merchandising, business operation, and to increase sales. In addition, these consultants should provide the merchants with market research and outreach expertise to determine which types of business should be expanded or attracted to the street.

Program 3

Storefront Design Assistance. Professional design assistance must also be provided to the merchants to improve the physical appearance of their storefronts. The Community Design Center and the Department of City Planning can provide the merchants with valuable advice on the best use of signs, painting color coordination, architectural enhancement, awnings, storefront lighting, window displays, and other exterior and interior design improvements. The success of a revitalization program depends on the creation of an attractive design retail environment that draws both new shoppers and businesses -- "good design is good business".

STRATEGY 3: PROMOTION AND UNIFIED MANAGEMENT

One of the major problems of older neighborhood commercial streets is the lack of cooperative promotional management and business development that one finds in the more competitive shopping centers. Running a small business profitably is very difficult and may occupy a merchant 12 hours a day to be successful. The merchant may not have the time to be knowledgeable about property development, design, commercial revitalization, joint promotional management, or cooperation with public authorities. There are always some positive thinking, farsighted leaders, but generally most individual retail business owners will not provide leadership participation. This is particularly difficult when many of the storefronts are operated by uninterested merchants, or owned by absentee landlords who may not have any commitment to renovation or other improvements. Their passiveness is an obstacle to the overall benefit of the street.

To create a vital shopping environment, the merchants and property owners must strengthen their merchant/property owners association to provide needed central management services. Central management organization can better deal with joint business promotional advertising, street maintenance and security, and business administration and development in the street. These functions can be provided by merchant or community volunteers, or contracted out on a part time basis to a marketing administrative specialist. This position can be supported by merchant fees or private or public grants.

Program 1

Promotional Advertising. The Merchant Association needs to organize a Central Management Program to coordinate individual as well as overall street advertising in community newspapers, newsletters, radio and television, and tourist information publications. Special sidewalk-street sales, major wholesale retail sales, exhibits, and community events will attract more people to shop in Lower 24th Street. A high priority must be given to the organization of an aggressive promotional program which aims to capture more of the area's primary and secondary market potentials.

The merchants as well as the City stand to benefit directly from the success of a promotional advertising program which would increase sales, tax revenues, and improve the attractiveness of the area. Neighborhood residents would benefit from an increase in bargain sales, and the variety and quality of the goods and services which can be offered on the street.

Program 2

Business Administration. The merchants must assume greater administrative responsibilities to coordinate day-to-day maintenance of interior and exterior areas, maintain financial records of business activity in the street, coordinate the support of City government agencies implementing needed public improvements, financial assistance, or other services, and coordinate improved safety, security and street maintenance efforts. The individuals having such administrative responsibilities must be able to assist the merchants in improving their sales, recruiting new business where necessary, negotiating leases, and other business development activities.

C. PHYSICAL DEVELOPMENT PLAN

The following listing of potential improvements describe a number of opportunities for 24th Street. It is not an exhaustive or detailed list of all the potential physical improvements for the street. The cost estimates, site locations, and design plans would be subject to change with more specific planning for individual projects.

Some traditional as well as a number of more innovative projects have been proposed. These recommendations stem from a comprehensive assessment of existing physical conditions as well as priorities established by the merchants. The proposed physical improvements will provide visible improvements which optimize and enhance the features of this particular neighborhood shopping district. Priorities for implementation should be given to those projects which not only have a recognized visual impact or need, but which can also be implemented in a relatively short time range. Such physical improvements would help gain the support of private development on the street.

STRATEGY 1: STREET ILLUMINATION

Improve the existing street lighting system to increase needed nighttime illumination. This would encourage better nighttime use of the street, increase safety, and discourage storefront vandalism and burglaries.

Program 1

Mercury to Sodium Vapor Street Lighting Conversion.

New street light poles were installed on 24th Street in 1977 by the Department of Public Works (DPW). A total of 45 mercury vapor street light poles have been provided between South Van Ness and Potrero (see Figure 6 in the Appendix). These light poles are spaced about 20 feet apart in an alternating sequence, which average about 3 to 4 light poles per block.

Existing mercury vapor light fixtures operate at 175 watts. These give off a low intensity blue-white illumination. Conversion of existing mercury vapor fixtures to sodium vapor would double the amount of illumination for less wattage than presently used. To convert all 46 light posts to mercury vapor would cost approximately $13,800 at $300 a fixture. This is a significant savings from earlier $500 a pole installation costs. This program can be implemented by the Department of Public Works (DPW) because the street lighting system on Lower 24th Street is a City-owned system.

At street intersections and other dimly lighted spots, as indicated in Figure #6 in the Appendix, additional new human-scale sidewalk light poles with artistic design qualities would most appropriately improve lighting and the charm of the street. This alternative method of improving lighting on 24th Street is more costly but more artistic and functional for pedestrian neighborhood commercial purposes. Such lighting would be more suitable to complement social activity areas at proposed sidewalk plazas or other selected sites.

Program 2

Merchant Storefront Lighting: The merchants can increase the amount of lighting of the sidewalk by carefully installing more storefront lights to illuminate window displays and signs. Such lighting installation may be financed by a low-interest loan program.

STRATEGY 2: PARKING FACILITIES

Provide additional parking facilities to better accommodate the needs of shoppers driving to Lower 24th Street. The economic viability of this commercial district of the Mission is dependent upon accommodating the needs for both parking and public transit.

According to a study of parking needs conducted in 1975 by the Division of Traffic Engineering of the Department of Public Works, the 24th Street area between South Van Ness and Potrero has a shortage of 50 parking spaces. By 1990 this shortage is expected to increase to 70 parking spaces. These findings are consistent with the merchants' concern to increase the availability of off-street public parking.

Program 1

Additional Parking Opportunities. Our survey of street parking conditions found 127 meter parking spaces on 24th Street between Mission and New Hampshire. These average about six parking meters per block on either side of the street. Another 57 parking meters were found adjacent to 24th Street on cross street intersections. These intersections may have 2 to 8 parking meters on adjacent side streets. (See Figure 7 in the Appendix.)

As expected, the highest demand for meter parking is during the 12:30 lunch hour peak, and again during the 6:00 o'clock dinner shopping hour. The percent of spaces in use during these periods is close to capacity.

One of the problems is that many merchants or employers may be using meter parking for all day use. This use of meter parking is prohibited and contrary to the turnover of meter parking for short duration shopping purposes. This problem

will be reduced once existing one-hour parking rates are doubled to 20 cents in the near future.

The availability of parking for shoppers is complicated by the lack of parking in the adjacent neighborhood streets. This is caused in part by many neighborhood residents who use public street parking instead of residential private parking. The competition for parking is intensified by out of the area employees of San Francisco General Hospital which park all day in neighborhood streets. This spillover effect is most noticeable in the blocks near Potrero Avenue.

Additional off-street public parking for 24th Street is severely limited by the lack of vacant sites. There are a number of sites which could be of use for some form of mixed parking, commercial, park or residential use. These sites include the (1) large Rolph Playground vacant lot at 26th and Potrero, (2) the Garfield Square area at 26th and Harrison, (3) the non-conforming industrial sites near Harrison and 23rd Street, and (4) the vacant site at the corner of 24th Street and Bryant. In the short-run the latter site is the most promising. This site can be developed with a mix of public parking below and at ground level commercial store frontage, and residential above in the 2nd and 3rd floors. It is estimated that approximately 25 additional meter parking spaces can be acommodated in the site. (See Figure 7 in the Appendix for the location of potential and existing off-street parking sites.)

To improve and increase the availability of parking this study recommends that:

*1. The vacant site at the corner of Bryant and 24th Street be developed for mixed commercial, parking and residential use. Both the property owner of the site and the Parking Authority have indicated an interest in a joint project which would provide parking with new commercial development. Adequate financing needs to be made available for this proposal;

*2. Convert the block on 24th Street between Potrero and New Hampshire from one hour free parking to meter parking;

*3. Increase the number of meter parking spaces or one hour parking limits in the major cross street intersections to 24th Street (i.e., South Van Ness, Folsom, Harrison, Bryant, and Potrero Avenue).

*4. Consider expanding the public parking facility at Capp and 24th Street by developing the vacant lot across Lilac Street (Block 6317, Lot 30) to public parking. This would double existing parking spaces from 20 to 40.

*5. Evaluate the possiblity for mixed parking and recreational use in developing the Rolph and Garfield playgrounds.

*6. Assess the need for additional parking regulations or provisions necessary to discourage all day parking in adjacent neighborhood streets by employees from San Francisco General Hospital. Employers in the area should encourage their employees to take transit rather than driving and taking up parking spaces that should serve shoppers or neighborhood residents.

STRATEGY 3: IDENTIFY THE SHOPPING DISTRICT

Develop methods of identifying the distinct character and shopping specialty of this neighborhood commercial street. Many small shops and restaurants of ethnic character are located in Lower 24th Street. There is no major shopping store or restaurant which singularly attracts shoppers to the street. The entire street could serve to attract shoppers if there were some unification features which visibly identified the length of this shopping district.

Program 1

Twenty-fourth Street Archway: Erect two entry archways to better identify the district's distinct flavor. These may be located at South Van Ness, Capp, Potrero, or another suitable site. It would be most appropriate that the archways carry a Spanish motif since the Latin-American culture is most widely represented in the area. The design of the archways should be determined in a design competition with applicants from the community. The actual gateway concept may be realized with a simple sidewalk identification roster or more elaborate versions which may include a pedestrian sidewalk archway and a street archway.

STRATEGY 4: STREET AMENITIES

Street beautification of the public environment is a prerequisite to a successful revitalization plan. These projects provide a number of amenities for the users of the street. These include street benches for pedestrians, kiosks or bulletin boards for community announcements; bus shelters for Muni riders; trees, flowers and landscaping for shade and visual appeal; sidewalk plazas for social purposes, fountains and other features which make the public space more agreeable. These amenities fulfill both a functional and an aesthetic need. Individual elements should be designed to bring a unified consistent theme.

Program 1

Sidewalk Plazas: A number of cross street intersections offer the opportunity to be developed into pleasant sidewalk "mini-plazas". Existing wide cross streets and sidewalks make for sidewalk widening at some cross streets most favorable. These plazas may accommodate an array of complementary features which may include benches or sitting architectural elements, a kiosk, some landscaping or decorative paving; a drinking fountain, flower planter boxes, a wall mural, an architectural or decorative lighting post, or some sidewalk commercial use such as for showing merchandise or outdoor eating purposes. These sites are identified in Figure 3 in the Appendix. These locations are tentative and can be changed according to more specific site and merchant specifications.

Program 2

Kiosks and Announcement Boards. Well designed kiosks and announcement boards are important street elements which can add to the interest and use of the street, as well as provide a valuable service. These would provide a place where special announcements and publicity can be posted and read.

The successful use of these features depends on whether the merchants or a community organization assumes the responsibility to periodically maintain these community public announcement boards. Supervision is necessary to see that old posters are taken down and that posters are displayed in an orderly fashion. Galeria de la Raza on 24th Street has expressed an interest in overseeing this project.

Program 3

Street Benches: Presently there are three street benches at bus stops on the street. These benches are well used by those waiting for the bus, older residents, tired shoppers, or by persons who just want to watch the activity on the street. An additional 8 to 12 benches can be used at a number of other

bus stops and other sites where they complement the use of the street.

The location of each bench must be considered individually to insure that they do not impede pedestrian flow, interfere with parking, or become a nuisance to adjacent merchants. A number of possible good sites for benches are identified in Figure 8 in the Appendix.

Program 4

Colorful Murals. There are a number of colorful murals on 24th Street which now brighten otherwise dull building walls or fences. A number of other blank walls in the street could use a similar colorful treatment. These potential murals walls are identified in Figure 9 in the Appendix. Well designed murals can economically and quickly improve the visual appearance of some sites. Murals can provide a cultural or purely artistic message. It is interesting to note that walls which have artistic murals generally are rarely defaced by graffiti.

Program 5

Greenery and Flowers: Lower 24th Street received a generous planting of lollypop (ficus microcarpa) trees in 1975. These trees have added much needed greenery to the street. There are a number of sites that would benefit from replacement or additional trees. To add more interest and personal treatment to the existing use of trees, this report recommends that planter box trees or a different but complementary variety of trees be used where needed.

One way to beautify the street is with the use of flower planter boxes. Colorful flowers offer much beauty and visual pleasure to neighborhood residents and shoppers. Flower boxes can be located outside residential windows or in front of storefronts. As an incentive for this beautification treatment, a planter flower box could be provided to the residents or merchants on 24th Street willing to care for the flowers. Window sill flower planters would contribute much to the street.

STRATEGY 5: PUBLIC OPEN SPACE

A very successful, heavily used mini-park was built on 24th Street between Bryant and York in 1972. Merchants on the street have expressed the need for another mini-park on 24th Street near the western end of the street, towards South Van Ness. An ideal opportunity site has been identified on 24th Street near the northeast corner of Capp Street.

A small park in this area can be developed to provide recreational space for children, and a cultural and seating place for shoppers, visitors, and neighborhood residents.

This mini-park would provide a needed public open space in the area, and enhance the attractiveness of the shopping district.

Program 1

Latino Mini-Park: Pursue the acquisition and development of a mini-park on the triangular shaped old railroad tract lot located at the corner of Capp and 24th Streets (see Figure 8 in the Appendix). Presently the site is paved but undeveloped as a private parking lot. The site has 4,385 square feet and over 100 feet of street frontage on 24th Street. The site's large street frontage make it especially suitable for public use.

The present owner of the site is interested in the mini-park concept, but would not favor selling the property unless an alternative parking lot is acquired to serve the needs of the merchants who presently use the site for parking. Such additional parking needs can be provided by any of the vacant nearby sites identified as potential small parking facilities. (See Figure 7 in the Appendix.)

STRATEGY 6: EXTERIOR BUILDING RESTORATION

Public street improvements are not sufficient without significantly improving the physical building appearance of the storefronts on 24th Street. Much needed building restoration has occurred independently through private initiative. However, these private improvements have been spotty and slow to produce significant visible improvements. A number of different incentives can be provided by the City to increase the level of private rehabilitation of exterior building conditions.

The plan recommends the use of a combination of a (1) low interest loan and grant program, (2) street design standards, and (3) a storefront demonstration painting program. This measure would help to assure 100 percent participation in meeting needed storefront improvements.

Program 1

Painting Demonstration Program: Potential building facade improvements can be demonstrated by initiating a free storefront painting program in selected neighborhood commercial blocks. (See sample Commercial Storefront Painting Program Guidelines in the Appendix.) Three potential painting demonstration blocks are identified in Figure 4 in the Appendix. The painting of these blocks would allow for better building color coordination in an entire block. Other improvements such as artistic signs, colorful awnings, window display and lighting which the merchants can finance would complement this painting program. This treatment would

beautify a portion of the street and encourage other merchants to undertake similar type of improvements.

This program should be closely related to the facade restoration loan incentive program recommended in the Business Development Plan of the report.

Program 2

Exterior Design Guidelines: Low interest financing will encourage voluntary rehabilitation of buildings which owners may have previously not found economically feasible. However, this program would not insure that all the property owners or merchants would participate in restoring blighted building conditions. A property owner may simply opt to continue to postpone needed improvements. To prevent this problem the merchants and property owners would need to develop a number of exterior design guidelines which would require that all the buildings fronting on 24th Street meet the standards established for the street. This would assure the individual merchants the benefits which can be attained by having all the merchants participate in improving needed storefront conditions.

Experience across the country indicates that it is in those areas where the merchants have required mandatory compliance to established design standards that commercial revitalization and development has been successful. The merchants must consider how much merchant participation they would need to meet the goals and objectives for Lower 24th Street, and determine whether mandatory or voluntary participation would be required.

STRATEGY 7: STREET CLEANLINESS

In order to deal with the problem of litter and broken bottles the street must be provided with an adeuqate number of litter receptacles, and the merchants must make a concerted effort to clean and maintain their storefronts and adjacent areas. The merchants have organized a number of street cleaning drives, which have involved neighborhood youth groups and other community organizations. These drives have had remarkable but short-lived success because these have occurred only with special street celebrations, such as the 24th Street street fair held in September. A similar type of effort needs to be carried out on a continual basis.

Program 1.

Additional Litter Receptacles: Our survey of litter and street conditions revealed a need to replace a number of old litter receptacles and the need to provide a number of additional receptacles in front or adjacent to a number of stores where much litter is generated. The street has 20 new

litter receptacles which were provided by the Department of Public Works in 1978. Our survey findings show in Figure 10 of the Appendix that at least another 10 receptacles should be placed on the street.

Program 2

Litter Prevention Information: Additional litter receptacles are no guarantee that they will be well utilized. The merchants in cooperation with the City's Street Cleaning division need to develop a litter prevention program to encourage the use of litter receptacles. This program would provide for anti-littering postering, literature, and management to coordinate better private and public street and sidewalk cleaning.

Program 3

Litter Enforcement Citations: The City has developed an Environmental Control enforcement unit which deals specifically with the problem of sidewalk litter. These officers can cite individual merchants or property owners not properly maintaining their storefront sidewalks. These officers can give a verbal warning or issue out a fine for any illegal littering activity. The merchants can request these officers to inspect their street.

STRATEGY 8: STREET SAFETY

The need for increased safety and protection is one of the highest priority to merchants and shoppers. The merchants associate the high crime rate with "troublesome youth" and high unemployment in the area. Many merchants feel that the City should make efforts to facilitate more employment, recreation, and other opportunities for the youth to occupy themselves productively. Similarly, the merchants have expressed the need to increase police protection, and theft and other crime prevention programs. The merchants fear that if the area becomes known as a high crime area their businesses will continue to drop. This problem calls for increased (1) police protection and crime prevention, and (2) the development of constructive employment and educational opportunities for the Mission youth.

Program 1

Police crime statistics in the area between Mission and Potrero and 22nd Street and Army show that in the first 6 months of 1980 there were 45 robberies reported, 55 residential burglaries, 50 commercial burglaries, 63 grand thefts (over $200), 65 auto thefts, and 114 assaults (see Table 11 in the Appendix). While this is a severe problem, street crime in this area is actually lower than in other low-income neighborhood streets and downtown areas of the city.

The following list of recommendations would improve personal and property safety in the area:

*1 Request the Mission Police Department to increase the number of foot patrols walking and talking to the merchants on the street;

*2 Install preventive security features such as improved interior and exterior lighting, secure door and window locks, safety bars and grills, burglary alarm systems and other preventive measures which can insure better protection against burglaries, thefts, and personal safety;

*3 Utilize better self-regulation practices and request neighborhood groups and responsible City agencies to develop a crime prevention self-regulation youth program;

*4 Cooperate with San Francisco Safe Inc. in organizing merchant and community participation in crime prevention seminars and workshops;

*5 Support the continuation and development of employment programs for the youth of the Mission, and new business enterprises on 24th Street which employ and serve the needs of the youth.

D. CONCLUSION

The 24th Street Plan lays the framework for the Mayor's Office of Community Development and the merchants to decide what steps should be taken to carry out their common objectives for neighborhood commercial development. The Office of Community Development will assess the Plan's recommendations and determine the programs which will be funded. This, of course, depends on what the need is and what the merchants are willing to support. The plan gives direction to this process of program development and implementation which should follow.

The Plan has articulated the programs which are needed but has not attempted to spell out the details of the implementation process. The details can best be addressed in the specific program plans required prior to implementation. It will be a complex process of interaction and coordination between the merchants, property owners, residents and appropriate government agencies. This may require further consolidation of efforts by the merchants, existing government agencies, or private parties involved in carrying out the different components of the Plan.

Twenty-Fourth Street (24th Street) has all the potentials for developing a model neighborhood commercial program. But just as the success of any small business depends on the skillful use of the merchant's limited resources, the success of the entire commercial area as a whole depends on how skillfully the components and limited resources available can be put to use by the various participants in the process. This plan proposes to coordinate and use its limited resources to facilitate the economic revitalization of the 24th Street area.

APPENDI X

June 1980

24TH STREET STOREFRONT INVENTORY
(BLOCKS FROM MISSION TO POTRERO)

		ADDRESS	BUSINESS	LAND USE
(1)	Block #3642N		BART Station	
		3278	Carlas Club Bar	C
		3274	Las Guitarras Mexican Food	C/R
		3270	Mission Quick Clean	C/R-2F
		3260	(Vacant)	C/R
		3262	Bookkeeping Tax Service/Liquor Store	
		3256	(Vacant)	C/R
		3254	Casa Realty	C/R-2F
	Block #6517S	3277	McDonalds Public Parking	C
(2)	Capp to South Van Ness			
	Block #3642N	3224	Fil Stereo Sales Corp. (Office & Residential Above)	C/R
		3216	Business Tax Service (Vacant)	C
		3214	Public Accountant	C/R
		3212	Pepe's Imports Sporting Goods	C/R
		3200	Asalam Restaurant	C/R
	Block #6518S	3249	Latino's Grocery & Liquor	C/R-2F
		3247	Cinderella Beauty Salon	C/R-2F
		3245	Arnold's Painting	C/R-2F
		3243	Gala Realty Co,	C/R-2F
		3233	Golden Crust Pie Shop	C/R
		3232	(Residential)	R
		3201	Pacos Tacos and Parking	C

Note: C = Commercial
CR = Commercial street level and residential in the 2nd story
C/R-2F = Commercial street level and residential in the 2nd and 3rd story
N = North side of the street
S = South side of the street

(3) South Van Ness to Shotwell

Block #3641N	3198	South Van Ness Produce	C/R-2F
	3196	Arbo's Plant Shop	C/R-2F
	3194	Ruben Tailoring	C/R-2F
	3184	Barber Shop	C/R-2F
	3182	El Rey Meat Co.	C/R-2F
	3176	La Raza Tutorial	C/R-2F
	3174	La Raza Center of Information	C/R-2F
	3166	Spanish Sea Food Restaurant	C/R
	3164	The Toy Center	C/R
	3156	Joyeria Store	C/R-2F
	3150	El Pescador Fish Market	C/
Block #6519S		House of Brakes	C
	3175	(Residential)	R-2F
	3171	(Residential)	R-2F
	3163	(Residential)	R-2F
	3161	La Favorita Market	C/R-2F
	3151	Presa Latina Printing	C/R-2F

(4) Shotwell to Folsom

Block #3641N	3146	Discoteca Habana	C/R
	3142	T.V. Service	C/R
	3140	(Vacant)	C/R
		(Residential)	R-2F
	3130	House Fixtures	C/R
	3126	(Vacant)	C/R
	3114	La Reyna Bakery	C/R-2F
	3112	Barber Shop	C/R
	3108	Photography Studio	C/R
	3104	Food Market Produce	C/R
	3100	P. & S. Liquors	C/R
Block #6520S	3149	George's Market	C/R
	3135	Imperial Auto Painting	C
	3119	Li Chung Sand Enterprises	C/R
	3111	Botanica Santa Barbara	C/R
	3109	C.Q. Bike Shop	C/R
	3101	Gateway Liquor	C/R-2F

(5) Folsom to Treat

Block #3640N	3098	W-K Market	C/R
	3088	Latin Restaurant	C/R-2F
	3086	Al's Furniture Store	C/R
	3078	Rose's Cocktails Bar	C/R
	3072	La Reyna Meat Market	C/R
	3070	(Vacant)	C/R
	3066	Mi Casa Mexican Restaurant	C/R
	3064	Latin American Import Store	C/R
	3054	Caridad Del Cobre	C/R
	3052	La Nouia Flower Shop	C/R
	3050	Galan's Bar	C/R

Block #4264S	2937	La Victoria Mexican Bakery La Victoria Restaurant	C/R
	2933	Nelli's Beauty & Boutique	C/R
	2929	China Bookstore	C/R
	2915	Latin American Mission Program	C
	2913	Barber Shop	C

(9) Florida to Bryant

Block #4208	2884	La Palma Market	C
	2878	La Hacienda Restaurant	C/R
	2872	24th Street Renew Shop Repair	C/R-2F
	2870	Winnemucca Barber Shop	C/R-2F
	2862	Manuel's Store	C/R-2F
	2860	Anne's Liquor-Deli	C
	2858	Tilde's Beauty Salon	C
	2850	Bank of America	C
Block #4268S	2899	24th Street Variety Store	C/R-2F
	2891	La Palmita Gifts Store	C
	2887	Green Lantern Tavern	C
	2871	Frank's Market	C/R-2F
	2869	Joe's Appliances	C/R-2F
	2863	Susie's Beauty Magic	C/R-2F
	2857	Studio 24th Design Center	C/R
	2851	Galeria De La Raza	C/R

(10) Bryant to York

Block #4209N	2836-42	(Vacant Lot)	
	2830	Punjab Chop Suey Restaurant	C/R
	2824	Angela's Gift House (Mini-Park)	C/R
	2806	Madera Realty/Income Tax	C
	2804	Panaderia La Mexicana Bakery	C/R
	2800	Pop's Bar	C/R
Block #4267S	2347	Sammy's Grocery	C/R
	2841	Mr. B-ZZ T.V. Rental	C/R
	2839	Fred Pisa's Barber Shop	C/R
	2833	Sunshine Coffee Shop	C
	2829	White Cleaners	C
	2817	Roosevelt's Tamale Kitchen	C/R-2F
	2813	(Vacant)	C/R
	2809	Income Tax	C/R
	2801	St. Francis Candy Shop	C/R

(11) York to Hampshire

Block #4210N	2994	York Meat Market	C/R
	2790	Ricci's Market	C
	2782	Progressive Realty Company	C/R
	2778	Sanchez Market	C
	2762	(Residential)	R-2F
	2766	(Vacant)	C/R
	2754	Church	/R

Block #4210N (continued)	2750	Laundromat	C/R
	2830	(Vacant Lot)	
Block #4266S	2799	Bell Pharmacy	C
	2784	York Theater	C
	2785	Ca Leta Restaurant	C
	2781	Pam's Salon de Beauty	C
	2773	Inter American Artist	C
	2765	Puerto Vallarta Restaurant	C
	2761	Roosevelt's Cleaners	C
	2751	Tony's Liquor Store	C/R
	1200	Hampshire - Olga's Hair Care	C/R

(12) Hampshire to Potrero

Block #4211N	2736	Timo Club Bar	C/R
	2737	Cha-Gio Restaurant	C/R
	2724	Cookies Just Like Home	C/R
	2736	Country Meat Market	C/R
	2720	Mission Publishing & Artisia Painting	C/R
	2718	24th St. Merchants Association	C/R
	2708	Antique Treasures	C/R
	2706	Potrero Shoe Repair	C/R
	2704	Stop & Shop Bakery	C/R
	2702	(Vacant)	C/R
	2700	Back Bay Cafe	C/R
Block #4265S	MHDC's Housing Complex		

Table 5

POPULATION ETHNICITY

	Lower Inner Mission (Tract 229) (number)	(Percentage)	Citywide (percentage)
Population	9,448	100	100
Spanish	5,210	55	14
White	2,302	24	57
Black	605	6	13
Filipino	625	7	4
Other	706	7	12

Source: 1970 U.S. Census and the District Handbook Estimates for 1979

Table 6

SPANISH SURNAME POPULATION CHANGES
Lower Inner Mission (#229)

	1950		1960		1970
Total Population	8,123		9,017		9,448
Percentage Spanish Surname	12%		28%		55%
Percent Increase		131%		98%	

Source: U. S. Census information

Table 7

POPULATION AGE

	Age	Lower Inner Mission (#229) (Number)	(Percentage)	Citywide (Percentage)
Pre-School	0-4	1,358	14	6
School Age	5-10	2,507	26	16
Young Adult	19-24	936	10	14
Adult	25-34	1,173	12	15
Middle Age	35-59	2,410	25	29
Elderly	60+	1,449	15	20

Source: 1970 U.S. Census

Table 8

FAMILY STATUS
(Percentages)

	Lower Inner Mission (#229)	Mission	Citywide
Married	54	49	50
Single	29	32	33
Widowed	10	10	10
Divorced	7	9	7

Source: 1970 U. S. Census

Table 9

EMPLOYMENT OCCUPATION
(Percentages)

	Lower Inner Mission (#229)	Mission	Citywide
Labor Force			
(16 yr. & older)	3,199	5,811	318,324
Managerial/ Professional	9%	12%	25%
Skilled	58%	59%	55%
Semi- & Unskilled	33%	29%	20%

Source: U.S. 1970 Census

Table 10

EDUCATIONAL LEVEL FOR ADULTS
(Percentage 25 years or older)

Percent Without a:	Lower Inner Mission	Mission	Citywide
Junior High (Less than 8 years)	46	41	23
High School (Less than 12 years)	88	82	67
College Graduate (Less than 4 years)	95	93	83

Source: U.S. Census 1970

Table 11

Statistical Crime Profile

	Reporting Area 1 Mission to Harrison, 22nd to Army	Reporting Area 2 Harrison to Potrero, 23rd to Army	Total Mission to Potrero, 22nd to Army
Homocide	1	0	1
Rapes	5	2	7
Robberies	35	10	45
Strong Armed Robberies	19	4	23
Other Robberies	16	6	22
Assaults	100	37	137
Aggravated Assaults	42	19	61
Simple Assaults	58	18	76
Burglaries	61	53	114
Residential Burglaries	29	26	55
Other (commercial) "	32	27	59
Thefts	147	114	261
Grand Theft (over $200)	44	19	63
Auto Theft	38	27	65
Purse Snatching	5	1	6
Other Thefts (petty theft, shoplifting)	60	67	127
Other Reports	450	151	601
TOTAL	799	367	1,166

Source: Police Department, Statistical Bureau, September 1980

SUMMARY FINDINGS

May 1980

NEIGHBORHOOD COMMERCIAL FEASIBILITY STUDY

(Merchants Interviews)

Introduction: Would you answer a number of questions to assist the 24th Street Merchants Association in conducting a neighborhood commercial improvement feasibility survey? We wish to find out more about what the merchants would like to see on Lower 24th Street. The survey will provide valuable information on some of the problems of the merchants and what type of improvements can be carried out to make the Street a more desirable shopping area for neighborhood residents and visitors. Your information is confidential and will be used only for statistical analysis.

1. What type of business do you operate? (45 OUT OF ABOUT 150 MERCHANTS WERE INTERVIEWED)

2. Name of establishment? _____

3. Location? _____
(address, block or nearest intersection)

4. How long have you been in your present location? 1-3 YEARS = 25.5%; 3-5 YEARS = 4.3%; 5+ = 63.2%
(number of years)

5. From what area do your customers come from?

Neighborhood 36%
(estimate percentage)

Larger Mission area 24%
(estimate percentage)

Citywide 40%
(estimate percentage)

Region and beyond _____
(estimate percentage)

6. What area shoppers do you want to serve more?

neighborhood shoppers 25.4%

community shoppers 30.1%

city and regional shoppers 44.5%

7. What do you consider to be the major street problems in Lower 24th Street?

CRIME = 37.2%

LITTER = 31.4%

PARKING = 10.4%

THE YOUTH = 4.4%

OTHER = 16.6%

8. What type of improvements would you like to see in the Street?

POLICE PROTECTION 27.2% INCREASED PARKING 6.2% MORE BENCHES 6.2%

STREET CLEANING 21.0% MORE GREENERY 6.2% FACADE IMPROVEMENTS 24.8%

9. Are you interested in a low-interest loan for any of the following purposes?

(1) Facade improvements 33%

(2) Interior renovation 23%

(3) Working capital 39%

(4) Other 5%

10. If no, why is this financial program not useful to you?

NOT NEEDED = 6

SELLING OUT = 5

11. Would you be interested in a technical assistance program that would include marketing and merchandising techniques that may improve window displays, signing, awning or promotional advertising?

Yes 63.3% No 26.6%

12. Do you lease or own your building?

Lease 30.3% Own 30.3%

(If you own continue in Q # 10)

13. If you lease: How long is the term of your lease? 1-3 YRS = 48%; 5+ YRS = 52%
(number of years)

14. If you lease: Would you be interested in the purchase of the building?

Yes 82.1% No 17.9%

15. If No, what is the major deterrent to seeking business ownership?

16. Are you planning any renovation improvements YES = 57% NO = 43%

or business expansion in the near future? YES = 50% NO = 50%

17. If Yes, what kind?

FACADE = 50% EXPANSION = 20%

REMODELING = 24%

18. Has your business sales improved 41.3% , stayed the same 34.3% , or decreased in the last 3 years? 24.6%

19. Do you belong to the 24th Street Merchants Association?

Yes 48.8% No 51.2%

20. If No, are you interested in joining?

Yes 47.6% No 57.4%

21. Would you be interested in participating in a restoration and improvement plan for Lower 24th Street?

Yes 78% No 22%

Comments: _____

_____

22. What is your name? _____

23. What is your daytime phone? _____

DEMONSTRATION STOREFRONT PAINT PROGRAM

PROGRAM: A demonstration storefront painting program can be carried out in a small portion of a neighborhood as an initial project in a neighborhood commercial district revitalization area. It is designed to demonstrate potential color design improvements in targeted neighborhood commercial revitalization districts. The City's Office of Community Development will provide funding from the Community Development Block Grant funds that have been set aside for neighborhood commercial revitalization. Planning and coordination of each demonstration painting project will be conducted by City Planning and Economic Development Council staff. The actual paintint of storefronts will be contracted to qualified contractors. Priority will be given to neighborhood based contractors, contractors hiring local residents, and minority contractors. The program will operate with the participation and involvement of individual merchants and respective merchant associations.

PURPOSE: To promote restoration and economic development support for more intensive neighborhood commercial revitalization; to incur major visual improvements affecting a large number of buildings/merchants; to expand merchant interest in street renovation efforts; to enrich the character of depressed neighborhood storefronts.

GOAL: Attain a harmonious use of color and design features on neighborhood commercial streets.

CRITERIA:

1. The program must conform to criteria established for the use of Community Development funds for neighborhood commercial activity.

2. The program is available on a demonstration basis only as an initial project in a commercial revitalization program one time only.

3. The painting of private property storefronts outside the demonstration blocks will remain the responsibility of individual merchants and property owners.

4. The number of demonstration blocks shall not exceed four block-fronts.

5. 100 percent participation is required on demonstration blocks.

6. The painting program will be for painting only and will not include any structural work that may be required. The painting of storefronts will be limited to the exterior street frontage of the building. Additional painting and necessary restoration work should be encouraged with the assistance of low interest

loans for qualified applicants, if such a program has been developed as part of the revitalization plan.

7. Merchants must agree to coordinate their paint colors with the block's color scheme design. Future independent storefront painting should attempt to observe established design criteria.

8. The demonstration block or blocks will be selected by the Merchant Association and the Department of City Planning in consultation with OCD and local residents.

9. The program must be a component of an overall commercial and facade improvement program.

10. Selection of demonstration blocks will be based on the followin criteria and intended to achieve maximum impact in the commercial district.

    a. High visible impact in relation to other blocks in the area.

    b. Owners' and merchant tenants' interest in participating.

    c. Commercial importance of blocks in relation to other blocks.

    d. Topographical and geographical location.

    e. Ownership and lease arrangements of buildings.

    f. Architectural quality of buildings.

    g. Number of vacancies in subject block.

11. The worst buildings in the selected blocks will receive a higher painting priority, even if they are scattered and not in the same block.

12. The program will match 50 percent of the cost of painting the exterior of the targeted buildings and the property owner or merchant(s) will finance or make direct payment for the other 50 percent of the cost.

February 29, 1980

24th Street Merchants Association
Attention: Mr. Robert Sanchez
2806 - 24th Street
San Francisco, California 94110

Dear Merchants:

We are pleased to announce that the requested neighborhood commercial restoration and development plan will be developed by our division of neighborhood commercial planning staff. Roger Herrera will be your principal planning consultant in this endeavor. We look forward to establishing a close working relationship with the 24th Street Merchants Association.

A standard format has been developed for those elements which should be included in an in-depth comprehensive neighborhood commercial development plan, These items will be discussed with you in detail and a time schedule for the completion of the report will be drawn for your review.

The planning process requires a considerable amount of effort from participating members. We are impressed by the amount of community involvement of your association. With your support we will be able to outline a most desirable course of action for 24th Street. We are hopeful that some initial street improvements can be programmed for this year of 1980.

Sincerely,

Rai Y. Okamoto
Director of Planning

RH:jk

24th. STREET MERCHANTS ASSOCIATION

2718-24th. Street San Francisco, Ca. 94110 (415)282-4974

ROBERT C SANCHEZ
President
Casa Sanchez
282-2400

ANGELO PADILLA
Vice-President
York Meat Market
824-4200

ANA MARIA ORDONEZ
Secretary
Pepe's Imports
285-3548

RICARDO ALVARENGA
Treasurer
Ricky Chiqui's Restaurant
648-1181

BERNARDO GONZALEZ
Sergeant at Arms
Potrero Shoe Repair
285-7719

CONCHITA DOMINGUEZ
Board Member
Dominguez Bakery
824-6849

RICARDO PALACIOS
Board Member
Guadalajara de Noche
Restaurant
647-9875

RENE YANEZ
Board Member
Galeria de la Raza
826-8009

PRICILIANO GALAN
Board Member
Galans Cocktails
836-0728

June 24, 1980

Dear Merchant,

The Department of City Planning, in conjunction with the 24th Street Merchants Association, is conducting a study of the 24th Street commercial district from Mission Street to Potrero Avenue. The goal of the study is to produce an improvement plan with specific recommendations for physical improvements which could include a loan program and technical assistance.

In order to get an accurate picture of problems and oppertunities from local business perspectives, the Department of City Planning would like to conduct a brief series of interviews with some merchants on 24th Street. A representative from the Department of City Planning or a member of the Association would like to discuss the issues which you think are most important on 24th Street.

The 24th Street Merchants Association would appreciate your cooperation in this effort. We believe the best way to ensure the coming plan to reflect our needs is to actively participate in all stages of its preparation.

If you have any questions or would like additional information about the study, please call me at 282-2400 or call Roger Herrera of the Department of City Planning at 558-4541.

Yours truly,

Robert C. Sanchez
President

FIGURE 6 STREET LIGHTING

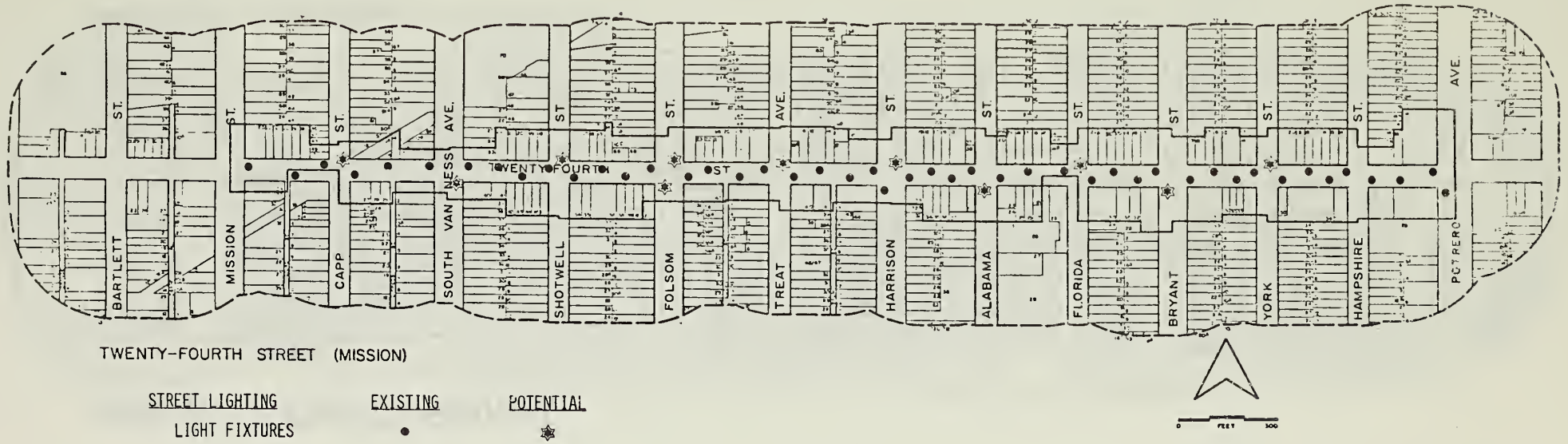
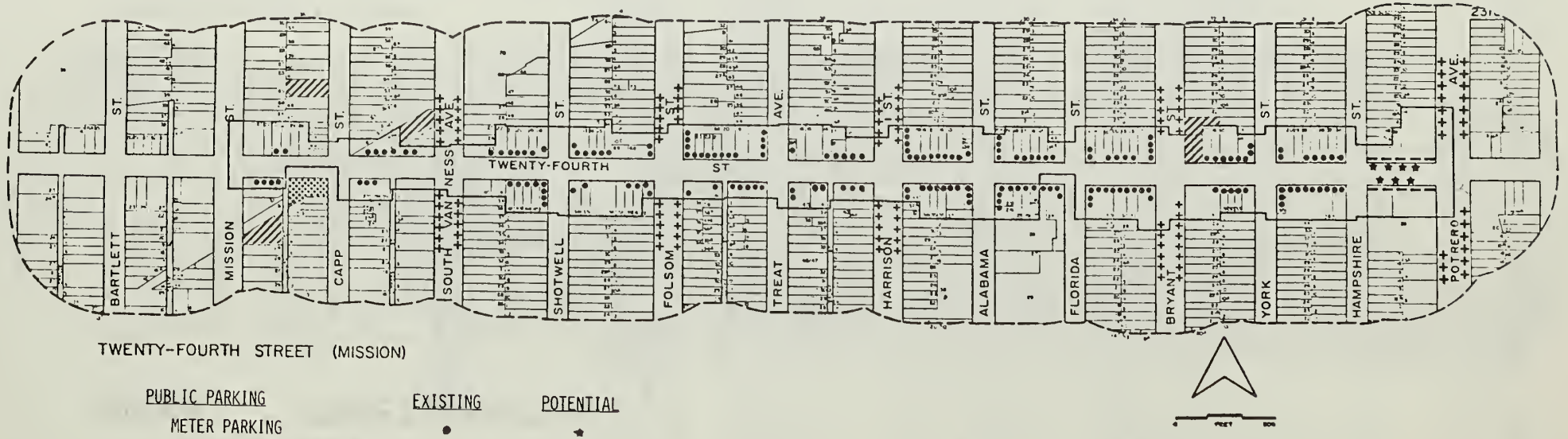


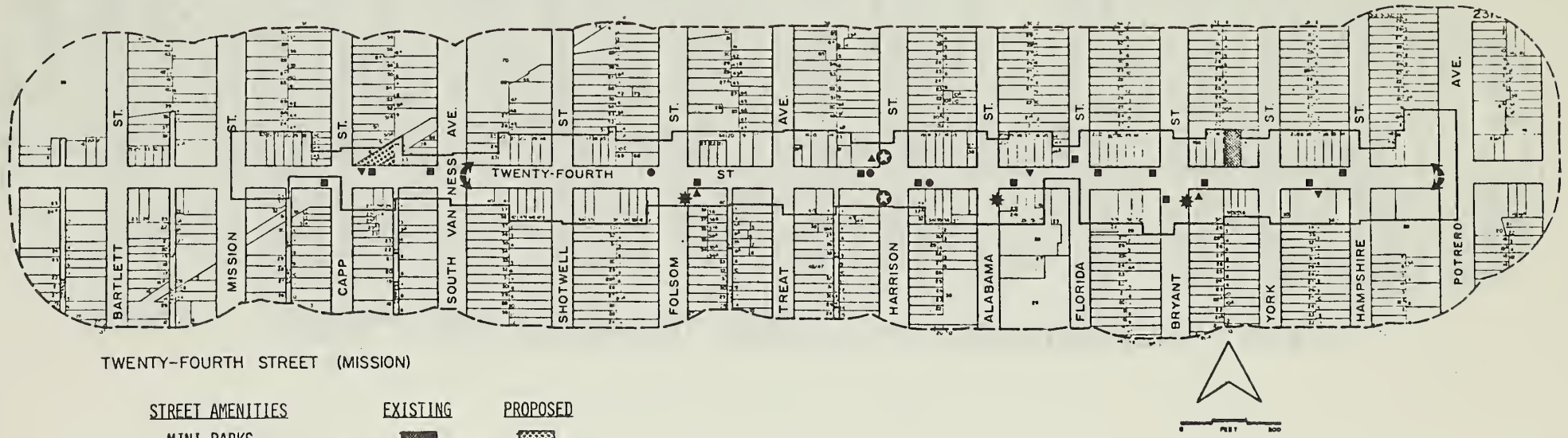
FIGURE 7 PUBLIC PARKING



TWENTY-FOURTH STREET (MISSION)

PUBLIC PARKING	EXISTING	POTENTIAL
METER PARKING	•	★
ONE HOUR FREE PARKING	---	+++
PARKING SITES	▩	▨

FIGURE 8 STREET AMENITIES



TWENTY-FOURTH STREET (MISSION)

STREET AMENITIES	EXISTING	PROPOSED
MINI-PARKS	▪	▪
SIDEWALK PLAZAS	✪	✸
ENTRY GATEWAY		◠
KIOSKS/BOARDS		▲▼
STREET BENCHES	●	■

FIGURE 9 MURALS AND POTENTIAL PAINTING - DEMONSTRATION BLOCKS

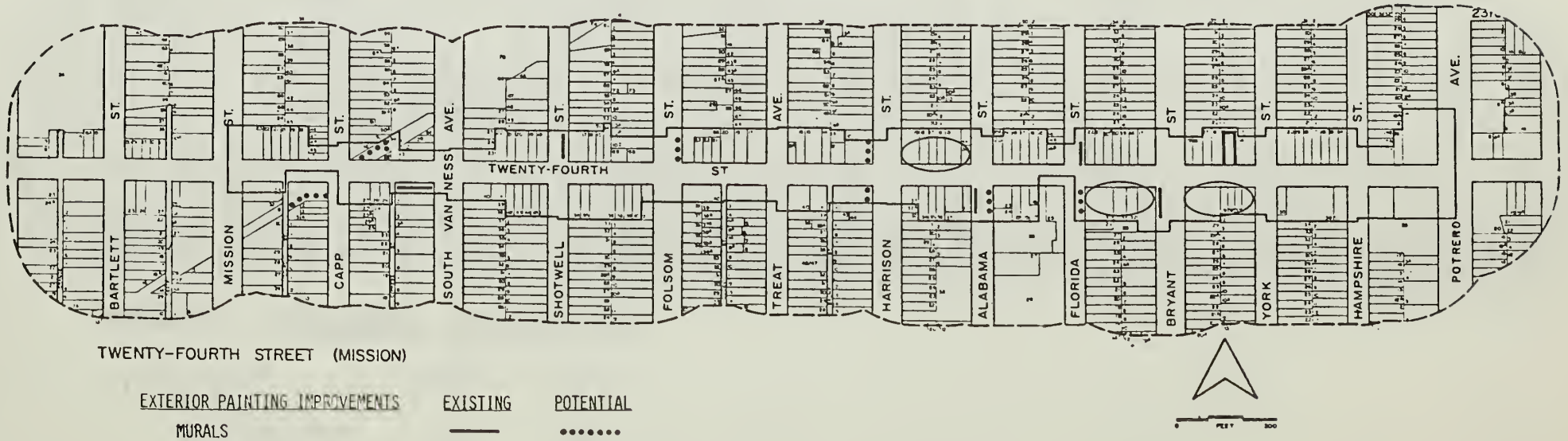
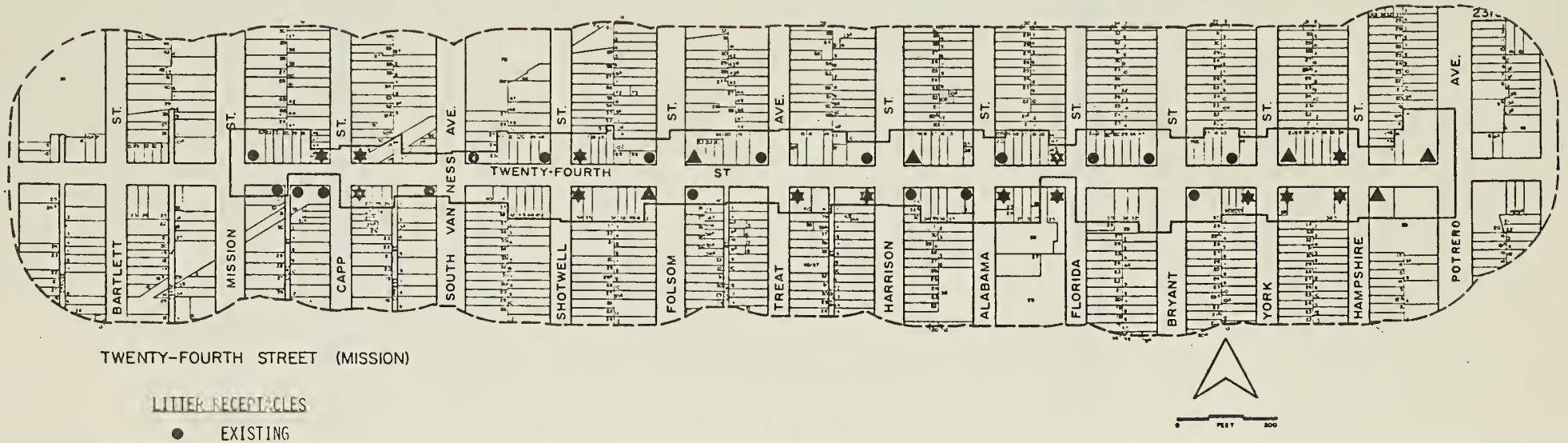


FIGURE 10 LITTER RECEPTICLES



CALLE 24, DISTRITO DE LA MISIÓN;

PLAN DE DESARROLLO DEL SECTOR COMERCIAL

DEPARTAMENTO DE PLANIFICACIÓN URBANA DE SAN FRANCISCO

JUNIO DE 1981

A. SUMARIO

El presente es un plan integral de revitalización comercial de la Calle 24 en el distrito comercial compredido entre las calles Mission y Potrero, del area de la Misión, designada para Desarrollo de la Comunidad, (N.S.A.). El mismo se basa en las condiciones económicas, físicas y sociales del area comercial e incluye información obtenida através de inspecciones preliminares de las condiciones de los negocios y edificios, así como en estudios de uso del suelo en las zonas residencial y comercial de la Calle 24 y en numerosas entrevistas con los comerciantes realizadas con el fin de identificar los problemas más importantes y las oportunidades que presenta el Distrito Comercial.

El Plan incluye la realización de un análisis de mercadeo en dicho distrito para determinar qué parte del mercado principal y secundario del mismo esta captando. Los resultados de la investigación indican que la actividad comercial de la Calle 24 no ha crecido en la misma proporción que el resto de la Ciudad o del Estado. El distrito comercial esta operando substancialmente por debajo de su potencial de mercadeo primario y secundario. El reporte enfatiza en la necesidad de mejorar la actividad comercial a nivel de vecindario, pero también reconoce la necesidad de captar una parte mayor del mercado secundario que sirve a compradores que van al distrito. Las entrevistas con los comerciantes indican que el mercado secundario da apoyo a muchos de los comerciantes de la Calle 24. Un aumento de ingresos en el mercado secundario permitiría que los comerciantes den un mejor servicio al vecindario.

En la Calle 24 se encuentran muchos de los problemas que son comunes a las callesitas comerciales de la ciudad; dichos problemas son: desarrollo de negocios, estacionamiento vehicular para los compradores, criminalidad, falta de alternativas de trabajo para la juventud, falta de aseo, así como la necesidad de mejoramiento de las vitrinas, del aspecto físico del area y de las aceras para el uso de compradores y vecinos residentes.

El estudio ha considerado los problemas de los comerciantes y recomendado un plan integral para el desarrollo económico de los negocios y para mejorar la apariencia física de la calle.

El Plan de Desarrollo Económico esboza estrategias y programas que es necesario desarrollar. Estos programas tienden a: (1) incrementar el financiamiento disponible para inversiones en mercadería, o para remodelación restauración o mejoramiento del frente de los negocios; (2) mejorar la habilidad técnica de los comerciantes en aspectos de contabilidad, financiamiento y administración comerciales y (3) mejorar las capacidades administrativas de la Asociación de Comerciantes en mercadeo y promoción.

El plan de desarrollo físico de la Calle requiere que la Ciudad se comprometa a hacer mejoras públicas. El plan recomienda: (1) incrementar el número de estacionamientos publicos para satisfacer las necesidades futuras estimadas; (2) incrementar la iluminación pública; (3) proveer facilidades para los peatones; (4) desarrollar un programa de demostración de pintura y restauración de edificios y (5) que sea desarrollado otro parquesito más central para los compradores, que reuna las necesidades de espacio abierto de la Comunidad.

La implementación de estas recomendaciones es una responsabilidad que será compartida por la Ciudad, los comerciantes, su asociación y los residentes del Distrito indicado. La Ciudad está en posibilidad de proveer varias de las mejoras que son requeridas, pero son los comerciantes y los residentes quienes constantemente tendrán que trabajar para mejorar y mantener la calidad del ambiente del distrito comercial.

Es pues un plan general que muestra las estrategias principales y los programas más necesarios; para llevar a cabo las metas y objetivos planteados, los programas identificados se tendrán que desarrollar, pulir o modificar en todo cuanto sea necesario. Su éxito depende por tanto del proceso de implementación el cual tiene aun que ser detallado.

B. PLAN DE DESARROLLO

El Plan de Desarrollo Económico tiene tres estrategias y varias recomendaciones para los programas, las cuales brindarán: (1) asistencia financiera; (2) asistencia técnica en administración comercial y (3) asistencia para mejorar la coordinación y promoción de ventas.

ESTRATEGIAS NO. 1: ASISTENCIA FINANCIERA

Todo éxito en la revitalización de una calle comercial a nivel de vecindario requiere de un financiamiento favorable y a largo plazo para que los comerciantes puedan invertir en sus negocios. Recurso de financiamiento son necesarios para renovar o desarrollar la actividad comercial. Estos programas tratan de flexibilizar el arreglo de las distintas necesidades financieras de los comerciantes y de los propietarios (de los edificios).

Programa 1

Préstamos para el Mejoramiento de los Exteriores de los Negocios. Este programa ofrecerá otorgar préstamos a una tasa de bajo interés a los comerciantes y propietarios (de bienes raices del sector). Estos prestamos podrían financiar el costo de pintura y restauración exterior de los edificios comerciales y

residenciales, el costo de nuevos rótulos comerciales y/o toldos y el costo de nuevos sistemas de seguridad e iluminación del frente de los comercios. El programa se desarrollará bajo la forma de un contrato entre la Ciudad y los comerciantes o propiertarios y un banco que pueda servir a la Comunidad. El programa usará fondos publicos para reducir los intereses de prestamo a los comerciantes.

Programa 2

Préstamos para la Remodelación de Negocios. Otros fondos de prestamos se podrían utilizar por parte de los comerciantes para remodelar o ampliar el interior de una empresa o negocio. Este programa sería semejante al programa y complementario al Programa de préstamos para el Mejoramiento de los Exteriors de los Negocios pero enfatizando en el mejoramiento de los interiores de los edificios; las condiciones y plazos de estos préstamos no se sabrán hasta que el contrato sea negociado con el banco que participe en el Programa.

Programa 3

Préstamos para el Desarrollo Comercial. Existen varios programas federales de finaciamiento que podrán ser utilizados por los comerciantes de la Calle 24. Dichos programas son administrados por la Oficina del Alcalde para Desarrollo Económico.

- Los Programas de Préstamos -- 502 y 503 de la Administración de Pequeños Negocios, (SBA). Estos son programas federales que pueden garantizar o dar préstamos hasta por un 95% del costo de un proyecto; el programa puede financiar hasta $500,000.00 a un plazo de 25 años, con una tasa de interés más baja que la que se encuentra en el Marcado Bancario convencional. Estos préstamos han sido utilizados para restauración o construcción comercial, adquisición de negocios o desarrollo de empresas. Con el mismo Programa se tratará de asistir a los comerciantes o propietarios interesados en dichos préstamos.

- Préstamos y Garantías de Igualdad en Oportunidades (EOL) y Préstamos 7(a) de la Administración de Pequeños Negocios. Estos programas han sido utilizados principalmente para financiar inversiones en Capital de Trabajo, para adquirir maquinaria, equipo o edificios y para conversión, construcción o expansión de facilidades y en ciertas ocasiones se han utilizado también para iniciar un nuevo negocio. Estos dos programas tratan de ayudar especificamente a pequeños comerciantes pertenecientes a otras culturas o minorías de población.

- Fondo Circular -- Titulo IX-de la Administración del Desarrollo de la Economía (EDA). Este programa es administrado por el Consejo Municipal para el Desarrollo, sus fondos se utilizan con el fín de generar empleos o para obtener en propiedad comercios en area de la Ciudad que más necesitan desarrollarse.

Programa 4

Estabilización de Arrendamientos y Posesión de locales Comerciales. Este programa trata de aumentar el porcentaje de comerciantes propietarios de su negocio. Una mayor estabilización de los propietarios es necesaria para prevenir que los beneficios de este plan no vayan a significar aumentos indirectos de la renta a los comerciantes que alquilan su local comercial. En muchos casos es necesario ser propietario y obtener un contrato de alquiler a largo plazo para tratara de lograr dichos objetivos.

Programa 5

Consesión de Préstamos a Pequeños Comerciantes. Muchos pequeños comerciantes carecen de ingresos suficientes para obtener préstamos a fin de mejorar sus negocios. Este programa tratará de ayudar a los comerciantes que esten en esas cicunstancias, con concesiones directas para materiales si el comerciante paga el trabajo. El programa de concesión estará reservado para incluir la participación de comerciantes que pueden mejorar la apariencia del frente de sus locales.

ESTRATEGIA NO. 2: ASISTENCIA TECNICA DE ADMINISTRACIÓN COMERCIAL.

Para muchos de los comerciantes el problema no es solamente la falta de recursos financieros sino la falta de habilidad en administración comercial, contabilidad comercial y de mercaderías, así como su disponibilidad de artículos de venta.

Programa 1

Asistencia en Solicitudes de Préstamos. La preparación de los documentos necesarios para una solicitud de préstamo y la elaboración de planes de desarrollo o renovación, pueden ser procesos bastante dificiles para un pequeño comerciante. Sin asistencia profesional muchos comerciantes no pueden obtener préstamos para el desarrollo de sus negocios. Estos servicios profesionales podrían ser contratados con el objeto de asistir a los comerciantes de la Calle 24 que asi lo requieran.

Progama 2

Compra y Venta de Mercadería: Através de este programa se ayudará a los comerciantes que necesiten mejorar su disposibilidad de compra y venta de mercaderías. Expertos en el manejo de negocios se pueden contratar con el objeto de asistir individualmente o en grupo a los comerciantes que deseen participar en este programa. Además, dichos expertos estarán en capacidad de recomendar el tipo de negocio que podrá localizarse o aumentar sus actividades en la Calle 24.

Programa 3

Presentación de Vitrinas y Frente de los Negocios. Para el arreglo de la apariencia del frente de los distintos tipos de negocios, los comerciantes podrían solicitar la asistencia de profesionales en este aspecto de los negocios. Através de este programa se podría ofrecer información adecuada de cómo pintar mejor y coordinar los colores para acentuar la arquitectura o la relación del edificio con los demas de la Calle, o la forma de mejorar la iluminación de las vitrinas o de los rótulos comerciales y cómo renovar el frente y el interior de los negocios.

ESTRATEGIA NO. 3: PROMOCIÓN Y UNIFICACIÓN ADMINISTRATIVA (de la Asociación de Comerciantes de la Calle 24)

Uno de los mayores problemas de las calles comerciales en ciertas partes de la Ciudad, es la falta de promoción y cooperación que se encuentra en centros comerciales más competitivos. Para crear un distrito de ventas más activo, los comerciantes y propietarios deben fortalecer su asociación a fin de proveer una administración central de servicios.

Programa 1.

Promoción Publicitaria. Este programa se encargaria de coordinar la publicidad para la promoción de los negocios individuales así como las actividades para la promoción de los negocios individuales así como las actividades comerciales en general de la Calle 24. El mismo investigaria los recursos publicitarios en radio, prensa u otros medios de comunicación que de una manera eficaz aumenten la actividad comercial en la Calle 24. Dichas labor requiriria coordinación entre la asociación de comerciantes del sector y profesionales de promoción comercial. El programa es muy importante si la Calle 24 va a obtener una promoción mayor de su mercado principal y secundario.

Programa 2

Administración de Negocios. Los comerciantes deben asumir una mayor responsabilidad administrativa para coordinar el mantenimiento diario de areas interiores y exteriores de los negocios, llevar records financieros de la actividad comercial de la Calle, coordinar el apoyo de las Agencias del Gobierno Municipal através de la implementación de mejoras publicas necesarias, asistencia financiera y otros servicios y coordinar los esfuerzos de protección, seguridad y mantenimiento de la Calle. Las personas que tengan a su cargo tales responsabilidades administrativas deben ser capaces de asistir a los comerciantes en el mejoramiento de sus ventas, negociando préstamos, creando nuevos negocios en caso que sea necesario y otras actividades de desarrollo comercial.

C. PLAN DE DESARROLLO FÍSICO DEL AREA PÚBLICA

Existen varias oportunidades para mejorar la apariencia física de la Calle 24. Las siguientes recomendaciones indican algunos proyectos que en forma significativa contribuirían a mejorar el ambiente de la Calle. Los sitios y proyectos que se indican son tentativos y pueden cambiarse de modo que reflejen los planes específicos que se completen conjuntamente con los comerciantes.

ESTRATEGIA NO. 1: MEJOR ILUMINACIÓN DE CALLE

Las lámparas que hoy presenta la Calle 24 no la iluminan suficientemente tanto para responder a los requerimientos residenciales como comerciales que allí se dan. Iluminación adecuada es conveniente para la seguridad de las personas y los negocios.

Programa 1

Conversión y Intensificación de la Iluminación Pública. Parcialmente este programa ya esta contratado para implementarlo antes de la finalización del presente año. El proyecto contempla el cambio a iluminación con base en vapores de Sodio que da una luz rosada y consume menos energía, este nuevo sistema aumentara la iluminación nocturna.

Programa 2

Iluminación Frontal de los Comercios. Los comerciantes pueden aumentar el nivel de iluminación de las vitrinas y de los rótulos de sus correspondientes negocios; los comerciantes podrán financiar tales incrementos con el programa de préstamos recomendado antes.

ESTRATEGIA NO. 2: FACILIDADES DE ESTACIONAMIENTO PÚBLICO.

Una mejor dotación de estacionamiento vehicular público es necesaria para acomodar los automotores de las personas que frecuentan la Calle 24. El desarrollo del comercio en la misma depende en gran medida de la posibilidad de satisfacer la demanda de parqueos. Las autoridades de Estacionamiento de la Ciudad han estimado que la calle necesita 50 espacios mas y que para 1990 ese número subirá a 70.

Programa 1

Oportunidades de Estacionamiento. En el lote ubicado en la esquina de las calles 24 y Bryant se podría construir una estructura adecuada para estacionamientos públicos, apartamentos y comercio. Negociaciones entre el propietario de dicho lote y las Autoridades de Estacionamiento público de la Ciudad han sido ya comenzadas.

- La cuadra de la Calle 24 ubicada entre las calles Potrero y New Hampshire se podría convertir en un sector de estacionamiento con contador (parquímetros); con esto se aseguraría que los espacios de estacionamiento correspondientes serían utilizados en cortos períodos de tiempo por personas que vienen de compras al sector.

- Aumento del número de estacionamientos de corta duración en las calles principales que interceptan la Calle 24.

- Considerar la posibilidad de incrementar el número de estacionamientos públicos en el sitio ubicado en la Calle "LILAC", cerca del lote de estacionamiento que se encuentra en la esquina de las calles Capp 7 24.

- Estudiar la posibilidad de utilizar al parque Gardfield (que se encuentra en la calle 26, entre las calles Harrison y Treat) para crear una combinación de estacionamiento y recreación públicas.

- Evaluar la posibilidad de establecer normas preventivas a fin de que quienes trabajan en el Hospital General no hagan uso de los estacionamientos del area residencial comercial del sector.

ESTRATEGIA NO. 3: IDENTIFICACIONES DEL DISTRITO COMERCIAL.

Desarrollar métodos de identificación del caracter distintivo y la especialidad de ventas de esta calle comercial a nivel de vecindario. Toda la calle podria ser utilizada para atraer una mayor clientela si hubiese algunos rasgos unificativos que le den una identificación visual a todo lo largo del distrito comercial que ella constituye.

Programa 1.

Araca de la Calle 24. Se podrían erigir arcos de entrada para una mejor identificación de la calle. La arquitectura o diseño de tales elementos (que bien podrían ser columnas) podría basarse en un tema de reminiscencia latino-americana, por cuanto la mayor parte de la calle sirve a la comunidad latina del area.

ESTRATEGIA NO. 4: FACILIDADES PARA MEJORAR EL AMBIENTE DE LAS ACERAS.

El embellecimiento del espacio público (en este caso, la calle) es necesario para lograr un éxito en la renovación de la misma. Para lograr lo anterior se proponen proyectos que incluyen: bancas, kioscos para anuncios, paradas de autobuses protegidas (para conveniencia de los usuarios), arborización y jardinazación, placitas a lo largo de las aceras para efectos soliales, y todas aquellas facilidades que hagan agradable el uso de la calle.

Programa 1.

Plazas de Acera varias esquinas presentan condiciones que permiten el desarrollo de sitios públicos de información, recreación y descanso. Estas "plazas de acera" deben acomodar actividades complementarias a aquellas de compra venta de la Calle 24. Las ubicaciones recomendadas en el Plan son tentativas y podrán cambiarse cuando se cuente con información mas especifica a fin de seleccionar y planear un proyecto completo.

Programa 2

Kioscos de Anuncios. Puntos de información pública son elementos útiles que dan más interés a la calle; estos pueden construirse artisticamente para que complementen el caracter de la calle. Una adecuada supervisión y mantenimiento de los kioscos es conveniente para los comerciantes y el resto de la comunidad.

Programa 3

Bancas en la aceras: Al presente existen sólo 3 bancas en la Calle 24; la calle podría tener de 8 a 12 bancas más en las paradas de los autobuses o donde complementen la actividades comerciales del area en los sitios seleccionados a través de un estudio.

Programa 4

Murales. Los murales que hay en la Calle 24 han acentuado el caracter distintivo del distrito; ellos pueden rápida y economicamente mejorar la apariencia de muchos muros que hoy día están abandonados. Varios sitios han sido identificados en el Plan en donde los nuevos murales se podrían pintar.

Programa 5

Jardinización de la Calle 24. Ésta fué arborizada en 1975; esos trabajos contribuyeron a crear un ambiente más agradable. Existen otras portunidades para plantar árboles, flores o plantas ornamentales que podrian complementar el ambiente de la Calle. El presente programa recomienda que los materiales para los trabajos de arborización y jardinazación se ofrezcan a los comerciantes y residentes de la Calle que quisieran colaborar en este sentido.

ESTRATEGIA NO. 5: PARQUES PÚBLICOS EN EL CENTRO COMERCIAL.

El parquesito que fue construido en la Calle 24, entre las calles Bryant y York ha sido muy bien utilizado por quienes van de compras, los niños de la vecinidad y otros residentes. Los comerciantes y otros grupos de comunidad han recomendado la creación de otro parque semejante en la Calle 24 pero hacia el otro extremo

de la misma (o sea por el lado de la Calle South Van Ness). Un lote ideal, para uso público como parque, se ha identificado en la esquina de las calles 24 y Capp.

Programa 1

Parquesito Latino para el comercio y la Comunidad. En el lote triangular que hace frente a la Calle 24, en la esquina de la Calle Capp, se podría desarrollar un parquesito que serviría de introducción al Distrito Comercial para todos los residentes del sector y los visitantes del mismo que ingresan a la Calle desde la estación del BART. Un tema Latino podría utilizarse en el diseño del parquesito. Este puede ser un Centro Cultural con un area de información comercial y donde las personas podrían descansar y mantener actividades públicas de interés de la comunidad.

ESTRATEGIA NO. 1: RESTAURACIÓN EXTERIOR DE NEGOCIOS Y EDIFICIOS.

Diferentes programas han sido recomendados para ofrecer incentivos a quienes restauren y rehabiliten los edificios y negocios que hacen frente a la Calle 24. La presente estrategia consiste en tratar de utilizar una combinación de: (1) préstamos a un bajo interés y concesiones para restauraciones que mejoran la apariencia de las estructuras en calle; (2) un programa demostrativo que ayudaria a pintar y restaurar los frentes de los edificios en ciertas cuadras y (3) creación de normas y guias de diseño y arquitectura para el desarrollo del comercio de la Calle 24.

Programa 1

Programas demostrativos de pintura y restauración al frente de los edificios. A fin de mostrar rapida y efectivamente las mejoras que se pueden lograr, este programa ofrecería asistencia directa a los comerciantes y propietarios que quisieran pintar y restaurar los edificios que sean seleccionadas y se concretará a restaurar y coordinar los colores más apropiados para el conjunto de edificios de la calle.

Para fomentar la participación, el programa pagara el 50% del costo de pintura de los frentes. Trabajos de restauración y otras mejoras se podrían también financiar. Este programa podría además coordinar el mejoramiento de los toldos y los rótulos comerciales.

Programa 2.

Normas de Diseño y Guías para el Desarrollo Físico de la Calle. Con el fin de asegurar que los propietarios y comerciantes participarán en el programa de revitalización, la Asociación de Comerciantes podría establecer normas que garanticen que tanto los propietarios como a los comerciantes den cumplimiento al Plan de Mejoras a la apariencia de todos los edificios y negocios de la Calle 24.

Los comerciantes tienen que considerar que participación será necesaria para alcanzar los objetivos de este Plan y decidir si dicha participación es voluntaria y obligatoria.

ESTRATEGIA NO. 7: LIMPIEZA DE LA CALLE.

Los comerciantes han organizado varias campañas de limpieza en la Calle 24 que han tenido mucho éxito; el problema es que estos esfuerzos han sido ocasionales (el Festival de la Calle 24 en verano, por ejemplo). Es necesario que se forme un comité que coordine un programa continuo de limpieza.

Programa 1.

Aumento de Receptáculos de Basura. Nuestra investigación acerca de las condiciones de la Calle 24 nos llevó a la conclusión que varias esquinas cerca de almacenes necesitan receptáculos de basura para la comodidad de los usuarios de tales negocios.

Este Programa recomienda que otros 10 receptáculos se localicen en la calle; los comerciantes deben decidir exactamente la localizacion de dichos receptáculos.

Programa 2.

Promoción de Aseo Público. La sóla colocación de receptáculos de basura no garantiza que estos sean utilizados correctamente. Los comerciantes, en cooperación con la Agencia de Aseo Público de la Ciudad, deben desarrollar un programa de promoción de aseo público atraves de rótulos, por ejemplo.

Programa 3.

Citaciones para los Comerciantes que violen las normas de Aseo público. La ciudad ha desarrollado un programa específico reforzando el aseo de las aceras en las calles comerciales. Dicho programa se podría utilizar para cotrolar que los comerciantes y propietarios mantengan limpios los frentes de negocios y propiedades.

ESTRATEGIA 8: SEGURIDAD Y PROTECCIÓN DEL DISTRITO COMERCIAL.

La protección de las personas y de las propiedades es una de las prioridades más importantes para comerciantes, residentes y visitantes de la Calle 24.

Como en el area de la Misión hay un alto porcentaje de jóvenes desempleados, el problema de la criminalidad se asocia con la juventud. Si el area llega a tener la reputación de alta peligrosidad, las personas y los negocios sufren en todo sentido.

Esta estrategia recomienda dar mayor protección policíaca y la creación de programas de prevención del crimen, así como de educación, empleo y otras actividades para los jóvenes del sector.

Programa 1.

Patrullas de a pié. La Asociación de Comerciantes puede solicitar al Departamento de Policia de la Misión que un mayor número de agentes patrullen las aceras y trabajen más directamente en la protección de los negocios de la Calle 24.

Programa 2.

Instalaciones de Seguridad. Los comerciantes pueden mejorar la seguridad de sus negocios mediante instalaciones de luz, sistemas de alarma, rejas de hierro en puertas y ventanas, mejores chapas y otras instalaciones para proteger mejor sus vidas y bienes.

Programa 3.

Organización y Cooperación para una mejor protección de la Calle: La Asociación de Comerciantes y los residentes pueden solicitar el Programa San Francisco Safe Inc. para organizar y informarse mejor en metodos de prevención de crimenes y de protección personal.

Programa 4.

Alternativas constructivas para la juventud de la Misión. Los comerciantes pueden colaborar y apoyar directamente a los programas de empleo y desarrollo de la juventud de ese sector.

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